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ABSTRACT

This kit developed by the Systems and Procedures Exchange Center (SPEC) of the Association of Research Libraries (ARL) presents results of a survey of development and fundraising activities in libraries that are members of ARL, as well as some sample documents used in connection with development and fundraising. Eighty-seven institutions responded, and their replies indicated that fundraising is a well-developed activity in many research libraries. Thirty-two percent of the respondents indicated involvement in a program in which the library development office works with a campus development office. A broad range of budgets is reported for funding library development, and a wide variety of library activities has been supported by fundraising efforts. Future concerns will include the relative importance of funds raised by the libraries and budgetary allocations from the institutions, as well as better identification of sources of funds, and staffing concerns. Sample documents include: (1) annual reports from two libraries; (2) campaign and fundraising project descriptions and documents from seven libraries; (3) documents relating to Friends of the Library from six libraries; (4) marketing information from two libraries; and (5) position descriptions from two libraries. (SLD)

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SPEC

SYSTEMS AND PROCEDURES EXCHANGE CENTER

Kit 193

Library Development and Fundraising

ED 364 235

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SYSTEMS AND PROCEDURES EXCHANGE CENTER

Flyer 193

Library Development and Fundraising

June 1993

INTRODUCTION

As research libraries undergo dramatic changes to meet information needs in the late twentieth century, they suffer inadequate funding to make these changes. Libraries face the dual challenge of maintaining traditional resources while incorporating new information technologies into services and operations, and it has become increasingly difficult to find the support to maintain or improve collections, services, and staff.

A significant and continuing decline in support for higher education, coupled with extraordinary increases in the cost of library materials and a weak economy, has prompted research libraries to seek new funding networks. Libraries are already turning to funding sources external to their own institutions. To secure money from these previously untapped resources, library directors have implemented innovative and aggressive fundraising approaches.

Library fundraisers find themselves operating in a variety of organizational settings, from the "centralized development system" in which all of the development officers are staff to the president, or the president's designate to a "decentralized development system" in which deans and directors have their own development officers. There is also a wide mid-range of "hybrid development systems," sharing characteristics of both. Decentralized and centralized development systems each have advantages and disadvantages. The primary advantage of centralization is that it provides presidential-level control of the resource pool that is represented by donors. The primary advantage to decentralization is increased involvement in development by the deans and directors. Decentralized development systems have often led to the creation of separate library development programs, creating a group of internal and external library advocates.

Because development operates in a highly situational environment that is constantly changing and always reacting to new opportunities, it is essential to have an overall strategic plan for the library in place. A good strategic plan, created by the leadership of the library (not the fundraiser), forms the foundation for the development program. While it does not prescribe every step to be taken in the development plan, the library's strategic plan forms the basis of development activities.

SURVEY RESULTS

In March 1992, a SPEC survey of members of the Association of Research Libraries was conducted by the ARL Office of Management Services to determine the extent of development and fundraising activities in ARL libraries. Eighty-seven institutions responded. The responses suggest that fundraising is a well-developed activity in many research libraries.

Organization. Thirty-two percent of the respondents indicated involvement in a program in which the library development office worked with a campus development office. Twenty-seven percent indicated that their library is part of the general fundraising activities for their campus. Twenty-one percent indicated that a campus development officer had primary responsibility for library development, while only 13% stated that their library is solely responsible for its development program. Five percent indicated they had no development program, but that group included some of the national libraries.

Budget and Staffing. When it comes to funding library development programs, a broad range of budgets was reported. A few institutions tipped in at the high end of the scale, indicating an annual development expense of $140.000 to $250,000, including staff, publications, and/or special events. Most institutions indicated that they spent in the $40,000 to $90,000 range. Among those institutions that share library development between the library and the campus development office, 57% stated they had no budget, although they did report having staff. Staff size ranged from 6 FTE (during a capital campaign) to .5 FTE. Most respondents indicated a staff of 1 to 1.5 FTE. Staffing for the library development office ranged from 0.25 FTE to 6 FTE.

Fundraising Programs. Research libraries have successfully raised funds for a wide variety of library programs: 79% have raised money for collections; 77% have raised funds for endowments, which is also largely raised for collections and for unrestricted funds; 56% have raised money for automation; 51% have raised funds for preservation; 49% have raised money for library buildings, building renovation, and furnishings; and 30% have managed to raise money for library operations.

ASSOCIATION OF RESEARCH LIBRARIES OFFICE OF MANAGEMENT SERVICES

Major Gifts. Survey responses indicated great disparity over the amount of dollars considered a major gift. Some libraries considered $5,000 a major gift, while others count as major only those contributions over $100,000. When it came to major gifts given during the past three years, the range was enormous—from zero to $5 million. This was also a category in which many institutions had no response at all, some indicating that this is confidential information, others saying that it was too difficult to extract that data from the campus development office or the campus foundation.

Capital Campaigns. For the purposes of this survey, a "capital campaign" was defined as a special effort over a specific period of time to address the institution's programmatic priorities. Fifty-three percent of the respondents have been involved in their institution's capital campaign during the past three years. Amounts raised for the library ranged from $115,000 to $40 million, although most fell within the $5 million to $25 million range.

Annual Campaigns. Forty-five percent of the survey respondents have an annual campaign for the library. The targeted audiences for such a campaign are the library friends, alumni, and "donors below a certain giving level." Most of those annual campaigns are organized by the library, followed by the campus development office, although some library friends groups actually organize the campaign. Most annual campaigns yield between $30,000 to $60,000 for the library, although the University of Illinois, Urbana-Champaign with its large and well-organized friends group, realizes about $250,000.

Friends of the Library. Seventy-one percent of the respondents indicated that they have a library friends group. Sixty-eight percent of those are staffed by the library, and 65% provide book borrowing privileges as a benefit of friends memberships for those members above a certain level of giving. Monies contributed annually by the friends range from $5,000 to $75,000, with most falling in the $30,000 to $50,000 range.

Annual Reports and Case Statements. Forty-seven percent of the respondents prepare some kind of annual report for distribution outside the library. Sixty-three percent have prepared case statements for specific fundraising efforts.

ISSUES AND TRENDS

As ARL libraries become more involved in development and fundraising, several critical aspects of these activities will need to be monitored and discussed. As research libraries seek additional monies through fundraising, will dollars raised by libraries result in reduced budgetary allocations from the institution's administration?

Other issues relate to the library's role in the ongoing identification of prospects and the cultivation of donors. How can libraries better identify prospects for the library's development program? Should these identification efforts be coordinated with other similar activities on campus? Do libraries have the resources and staffing for the effective stewardship of donors? The effective use of friends of the library groups will become even more critical to the overall success of library development programs. Will friends groups support library-wide programs or confine themselves to special interests?

Staffing of library development activities raises a number of interesting questions. Will libraries continue the practice of "cannibalizing" other library staff positions for development without acknowledging those salaries as part of the total development costs? How will effective library development officers be trained?

Raising external funds will continue to be imperative to the growth and maintenance of first-rate libraries, and the most successful will be those who develop and follow a thoughtful and feasible plan. Success in fund raising will make the difference between mediocrity and excellence for many of our institutions.

This Flyer and Kit was compiled by Lynda Corey Claassen, Head, Mandeville Department of Special Collections, and Library Development Officer, University of California, San Diego Library, and edited by C. Brigid Welch, Director, ARL Information Services, as part of the ARL OMS Collaborative Research/Writing Program.

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SYSTEMS AND PROCEDURES EXCHANGE CENTER

Library Development and Fundraising

A SPEC Kit compiled by

Lynda Corey Claassen
University of California, San Diego

July 1993

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In 1993, the Systems and Procedures Exchange Center (SPEC) celebrates its 20th year of promoting experimentation, innovation, and improved performance in the field of library management through the publication of the SPEC Kit series. Established in 1973, the primary goal of the SPEC Program is the identification of expertise and the encouragement of its exchange among library staff. SPEC serves as a central information exchange among ARL members and other members of the library community world-wide for information useful for strengthening library operations and programs. Through survey and review processes, SPEC gathers, analyzes, and distributes information on the management of human and material resources in libraries, including current library issues, trends, and management techniques.

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SYSTEMS AND PROCEDURES EXCHANGE CENTER

Kit 193

Library Development and Fundraising

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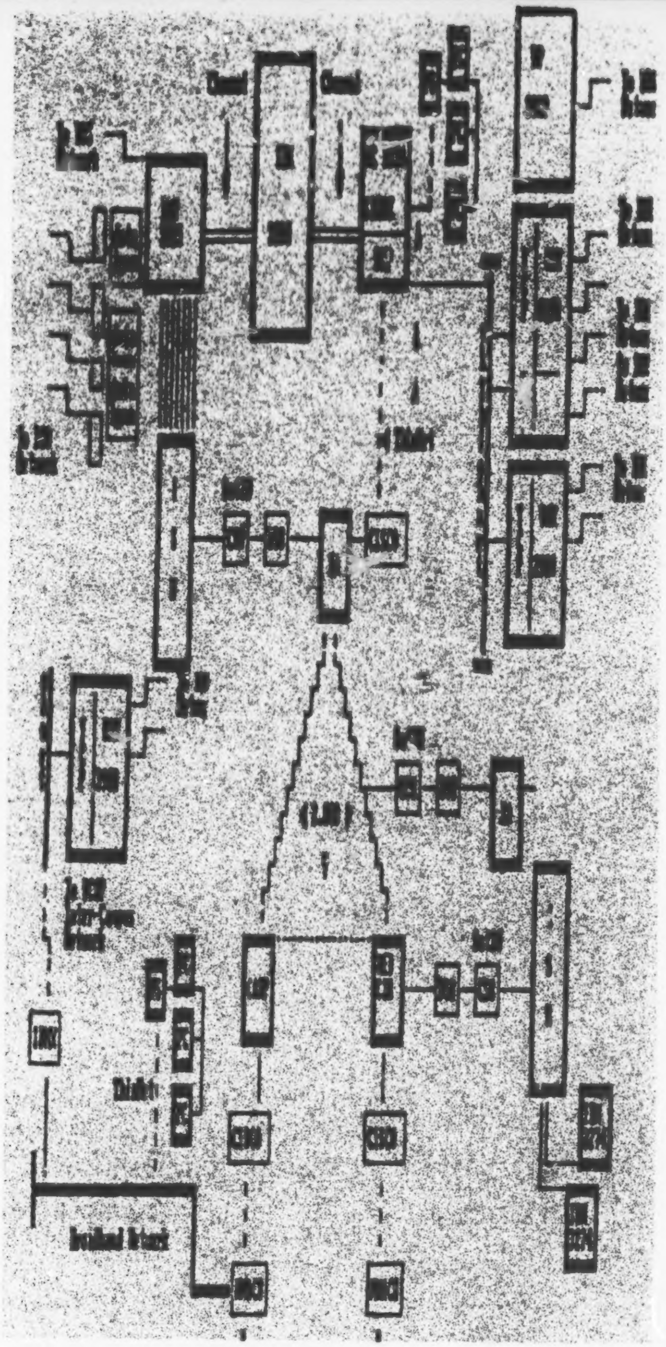
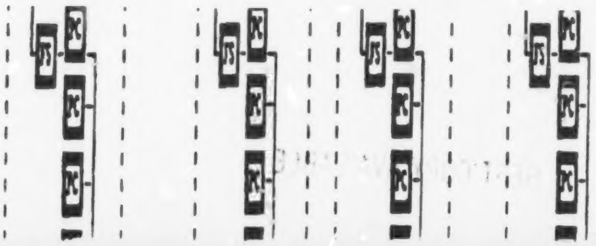
ANNUAL REPORTS

The Library and the Network



University Librarian's Report 1990-1991

University of California, San Diego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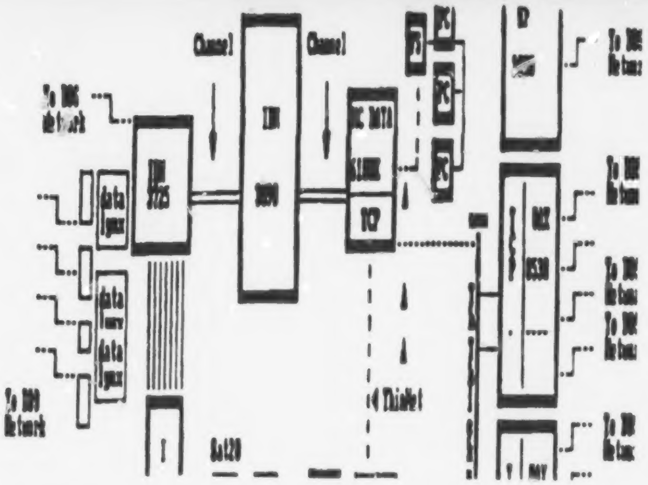
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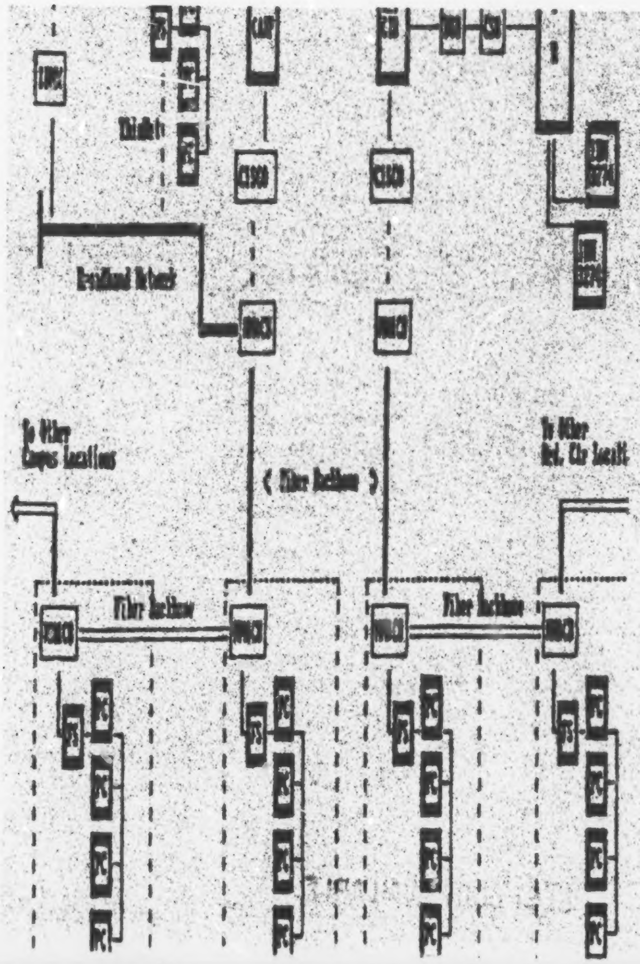
The Library and the Network

"Now that ROGER and MELVYL and LIBRARY EXPRESS are available on the PC in my office, the Library is much more a part of my life."

– Michael Rothschild
Dean, Social Sciences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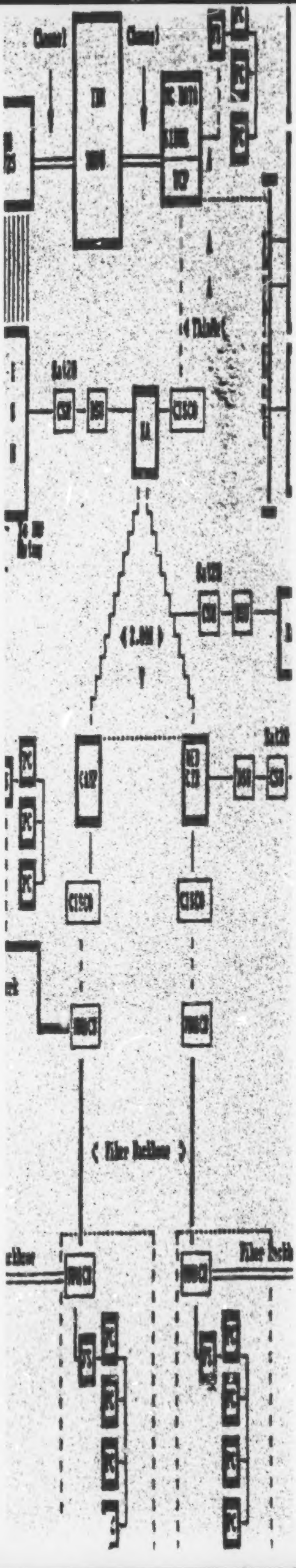

Networks and networking, buzz words of the 70s and 80s, are now an integral part of the workings of U.S. research libraries. *Webster's Third New International Dictionary of the English Language* provides a number of definitions for my theme term but the most general seems the most appropriate: "an interconnected or interrelated chain, group or system." These interconnections are working at many levels to serve the users of the UCSD Library.

Since 1976 we have been using the OCLC network to catalog materials added to the collection. The terminals providing access to our online catalog, ROGER, and to the UC online MELVYL system are attached to electronic networks transmitting data housed here in the UCSD Library or at the Office of the President in Oakland. Members of the UCSD campus community using ROGER and MELVYL from their offices or at home reach those systems over networks of cable, fiber optic, and telephone lines. Our fax machines use the telephone networks to deliver copies of journal articles not owned by the UCSD Library. These electronic networks are enabling and encouraging the human networks which have always worked to provide library services and to share resources among research libraries. Networks are the infrastructure of the electronic library, the Library without Walls. This year's annual report focuses on the UCSD Library's use of networks and networking for both public services and internal operations.

It is also the last report I will write as UCSD's University Librarian. My years on this campus have been the best of my professional life, and I am very grateful to the Library's staff, to the campus community, and to the community of the Library's Friends with whom I have worked. In January I will become the University Librarian at UC Berkeley, but I will still be connected to UCSD through the networks of UC library people and programs. It is a connection I want to maintain.

Dorothy Gregor
University Librarian

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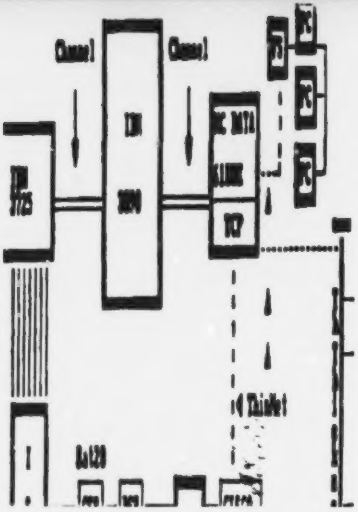
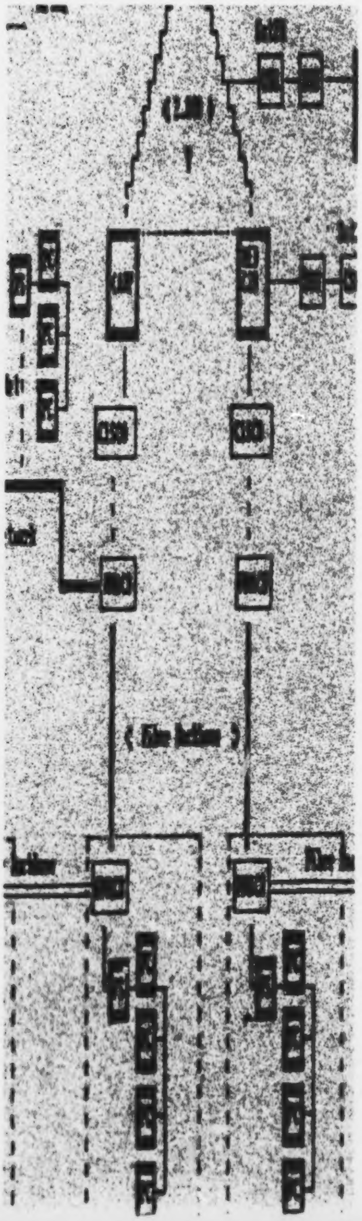


Networking... Collections



Reporting on the year's activity in collections must begin with a summary of the budgetary problems in this area which, like bad comedians, continue to hold the stage long past their welcome. During the last five years, even though state-budgeted book funds increased by 28%, the number of volumes we have been able to buy with those funds has fallen 28%. During the same period, our ability to serve a growing faculty and student body further declined: the number of volumes we were able to buy per primary user with state funds fell by 40%.

There are other indicators of decline. The number of monographs we were able to buy from our mainstream English-language approval vendors in Central Library dropped 25% from 1989/90 levels, caused largely by the need to set funds aside for anticipated extraordinary serial price increases. This spring we identified for cancellation $290,000 worth of journal subscriptions throughout the libraries. This figure is 10% of our serials budget. We hope that this cut will enable us to stay even with inflation in 1991/92. And, during the last four years, our interlibrary loan borrowing requests have risen by 87%, indicating greater and greater reliance on non-UCSD collections— on networking collections.

For some years now the advent of online and networked access to the library's catalogs and to databases such as MELVYL/MEDLINE and MELVYL/Current Contents has exacerbated user frustration with the Library's ability to provide physical access consonant with the wealth of bibliographic access. Now, some of our networking capabilities are beginning to make a difference to physical access as well. LIBRARY EXPRESS and the local use of telefacsimile make less painful the reduction of duplicate subscriptions to some titles.

Within the UC-wide network, the fax project initiated by UCSD's Science & Engineering Library continues to be a popular option for obtaining copies of articles for UCSD users. For the six month period January-June, 1991, 160 items were borrowed via fax within an average of 2.5 days, and 99 items were loaned within an average of 1.2 days. Seventy-five percent of our fax business, both lending and borrowing, is with the UC Santa Barbara Sciences and Engineering Library. The ability to obtain copies quickly by fax was clearly a factor that faculty considered when assisting the Library to identify serial titles for cancellation.

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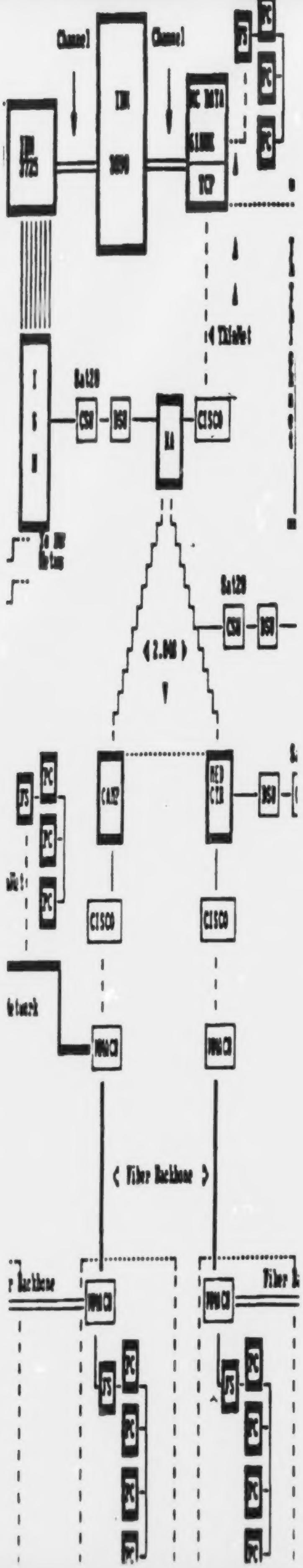
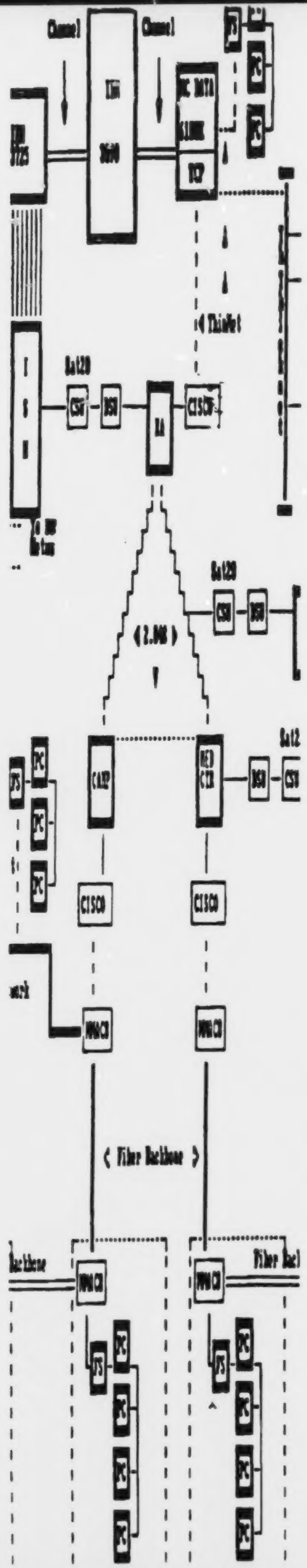


Access to an even wider range of materials is possible by reaching outside the UC system through established resource sharing arrangements with other libraries. The Scripps Institution of Oceanography Library has worked with other marine and earth sciences collections to this end, initiating discussions with the National Oceanic and Atmospheric Administration Central Library in Rockville, Maryland and the National Marine Fisheries Service Libraries. These arrangements require a great deal of consideration and discussion to assure that they will be truly useful to our primary clientele and that we can rely on them for the longer term. But articulating these kinds of library networks for sharing collections is absolutely necessary if we are to continue to supply the information needs of the campus.

COLLECTIONS...WE REACH THE 2,000,000 VOLUME MARK!

Even with the constricting resource base described above, we added our 2,000,000th volume sometime in March, 1991 and the year brought a number of new and quite special acquisitions to the Library.

- In Chinese Studies we embarked on the development of a core collection of research materials for Ch'ing studies with an emphasis on the period 1800-1912 starting with 2,200 titles of government documents, imperial household records, diaries and memoirs of important persons, collected works of significant officials and scholars, major journals, newspapers, and reference works. Income from the endowment resulting from our National Endowment for the Humanities Challenge Grant (NEH) and special campus money funded these purchases. We also bought the collection of the Universal Book Company in Hong Kong, 25,000 Chinese monographs and reference works in the social sciences and humanities published largely between 1970 and 1987.
- In Japanese Studies, partially with NEH assistance, we continued to buy backfiles of major journals, basic reference resources, and research materials such as Genshiryoku Hakusho (White Papers on Atomic Energy, 1956-86).
- In Melanesian Studies we acquired the collection of Edwin Cook, who worked among the Manga tribe of Papua New Guinea and was one of the first anthropologists to make use of the Rorschach test in his field work. The collection contains hundreds of stories elicited through the use of this test as well as field notes, linguistic materials, tape recordings, genealogical tables, photographs, and hundreds of monographs from Cook's personal library. The National Archives of Papua New Guinea has now microfilmed about half of the 30,000 patrol reports in its collection; we are responsible for indexing these reports.

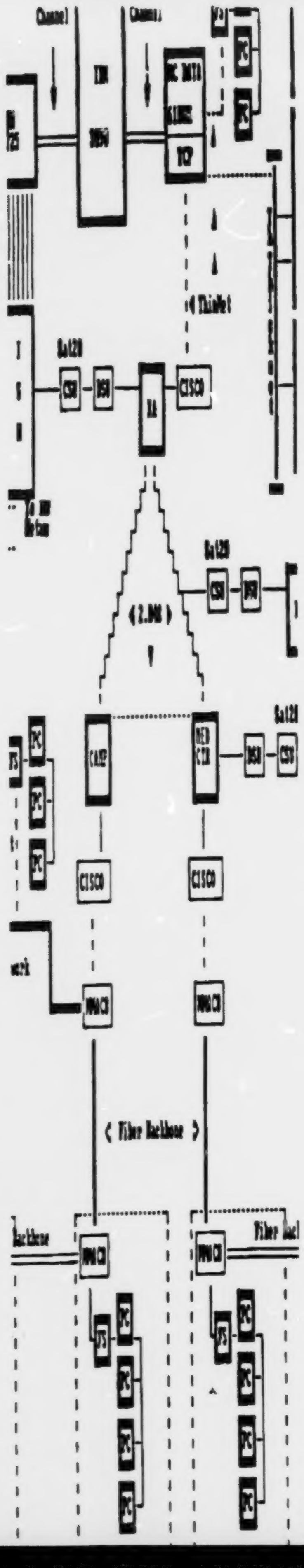


- Our archaeology holdings were helped considerably by the Ramona Rodgers gift of approximately 500 books and some serial runs. Most of the books are in the area of Egyptian archaeology and there are rare turn-of-the-century titles with some very fine plates. This collection fits well with our focus on the Mesopotamian region and the interests of new faculty in the Anthropology Department.
- With a gift from the Times-Mirror Foundation we purchased microfilm for the back years of the Los Angeles Times (1881-1916 and 1940-1960), nearly completing our holdings of this important research resource.

Income from the NEH endowment made a difference in a number of other areas. NEH funds were used to build retrospective strength in Latin American Studies; Middle Eastern Studies; Classical Studies; Ethnomusicology; Western art music; Japanese Studies (matching a grant from the Japanese Expo Commission); U.S. History; Women's Studies; History of Science; Religious Studies; Literature; and Linguistics. NEH funds also supported acquisition of the Human Relations Area File for East Asia. Without the income from the NEH endowment, none of these purchases would have been possible.

Special Collections also grew significantly this year, although not as richly as in some previous years. Through purchase and gift we enriched the collections with items as diverse as some of the following:

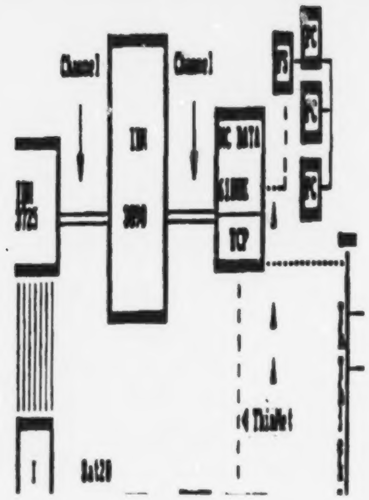
- In the Archive for New Poetry we added the personal and professional papers of poet and publisher Leland Hickman, plus the archive of his *Temblor* magazine. We also added the oeuvre of artist Mary Oppen, and the remainder of the library of poet George Oppen. The papers of poet Susan Howe became the first major manuscript collection by a woman poet in the Archive.
- Papers of UCSD's first University Librarian, Melvin Voigt.
- Piano rolls and tape recordings created by composer Conlon Nancarrow.
- Early photographs of the UCSD campus taken by Baja California historian Harry Crosby and films and slides of special events during UCSD's first year.
- Two rare nineteenth century pamphlets on mining in Baja California and Sonora.
- And, from the American Institute of Wine and Food, a major gift of some 400 rare volumes of gastronomy and cookery.



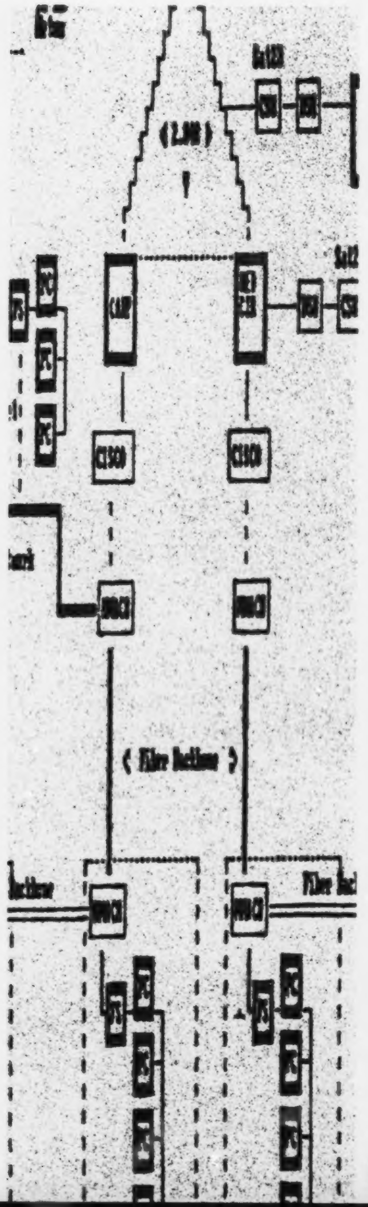
COLLECTION MANAGEMENT AND PRESERVATION

The addition of the 2,000,000th volume reinforced attention on collection management. Central Library shelves could hold no more volumes, and we undertook a major effort to identify and shift another 90,000 volumes from Central to the Library Annex on Trade Street. Our "ninth branch" now holds 318,631 volumes and over 210,000 microfiche. Following hard upon the completion of that project was the need to identify 50,000 volumes from all the collections for relocation to the Southern Regional Library Facility to fulfill our quotas for the next three years.

The Preservation Program Report outlined a plan for environmental conditions and preventive care, staff and user education, disaster preparedness and response, preservation selection and treatment, and the organization and administration of the preservation program. With this report providing a framework for priorities, the Library's Preservation Librarian began to turn the report into improved care for the Library's collections.



Networking... Services



Surely the service success story for the year was LIBRARY EXPRESS. Although begun in 1989/90, LIBRARY EXPRESS hit its stride this year. The number of deliveries soared 236%, from 2,379 in 1989/90 to 8,001 in 1990/91. The introduction of networking technologies—unix mail, cc:mail, and the Campus Information Service—for processing LIBRARY EXPRESS, coupled with new services—we added photocopy and interlibrary loan deliveries—all contributed to the rapid growth of our document delivery service. Through sheer hard work, the staff and students of the Access Services Department were able to maintain a 24-48 hour turnaround time on all requests received.

INTERLIBRARY LENDING/BORROWING

Again this year the volume of interlibrary transactions increased in both lending—3% and borrowing—up 13%. The increase reflects the impact of both our declining materials budget and the expansion of UCSD's academic programs. Despite this increase the ILL staff in Central Library were able to meet a long sought goal of processing all incoming requests from UCSD borrowers within twenty-four hours of receipt in the unit. Now that our users have an increasing wealth of bibliographic resources at their fingertips, it is more important than ever that the Library develop its capabilities for providing quick and certain physical access to the expanding bibliographic universe.

AUTOMATION MAKES THE DIFFERENCE

Records for materials housed in the Government Documents and Maps Department are now being entered into our online catalogs, and this year circulation of those materials was automated. The resulting increased use of the underutilized, but immensely valuable collections, rewarded our efforts and fulfilled our expectations.

DO IT YOURSELF SEARCHING

Again this year, staff at the Biomedical and Medical Center Libraries reported a decrease in the number of mediated computer searches. It is not that searching for journal articles is any less necessary for the users of these libraries, but that MEDLINE and CURRENT CONTENTS are available over the MELVYL network. Through any public terminal in the Library, or from their offices and homes, authorized users can search those journal indexes for themselves. And they do, in extraordinary numbers.

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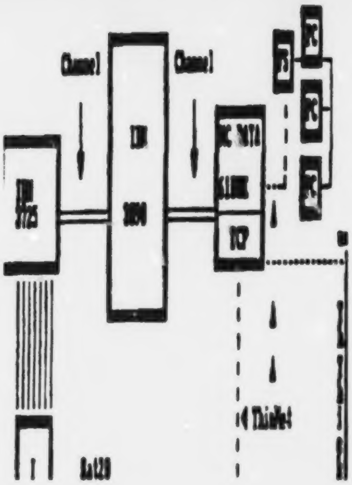
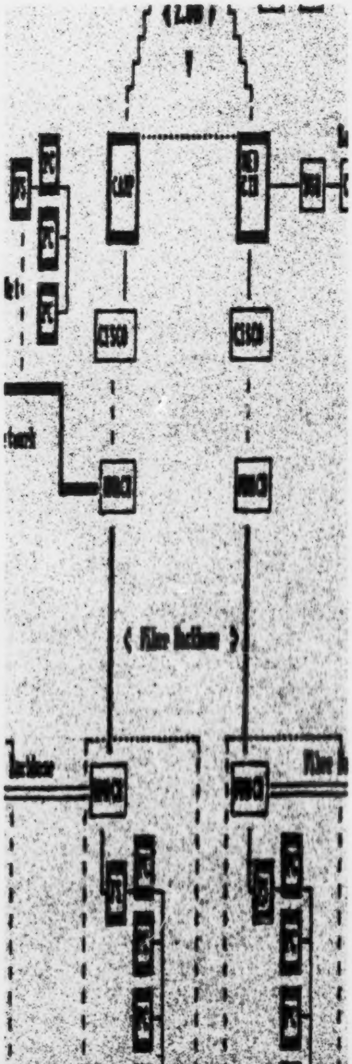


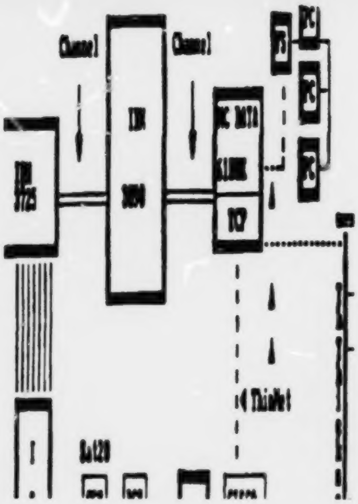
Networking... The Campus Information Service



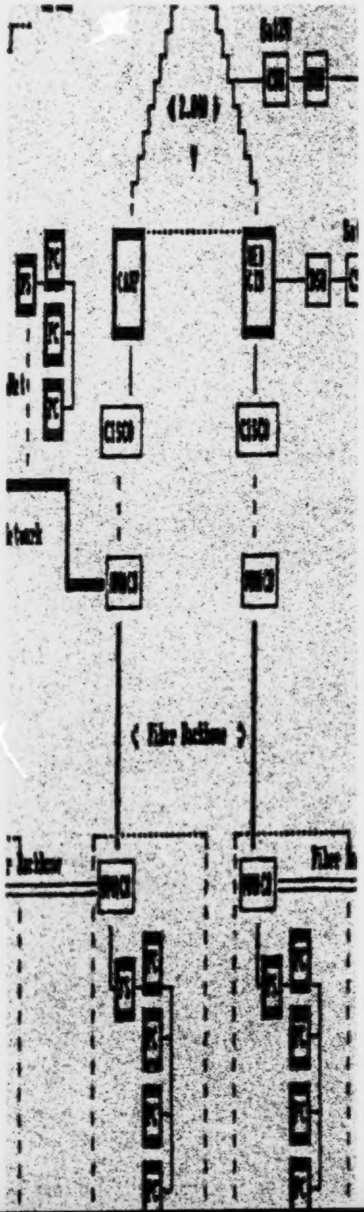
The development of the Library's Campus Information Service (now named Infopath) is a direct outcome of Goal 3 of our strategic plan: WORK TO BUILD A LIBRARY WITHOUT WALLS. The infrastructure for that development is the network—the Library net, the campuswide net, the Internet. Infopath provides a single system image for users to access collections and services from wherever they may be physically located. From any terminal or PC campus network users can receive a menu of information choices.

Several of our libraries have customized the Infopath logon for their user groups. For the History Department, the Research Services Department developed and installed "Infostop," a microcomputer-based information center which provides access to a variety of electronic resources and services, including the online catalogs, electronic document delivery, a messaging capability for contacting library representatives, and a growing number of non-library resources. Infostops are also planned for the Price Center and the Warren College residence hall.

At the International Relations and Pacific Studies Library the in-library terminals have been programmed so that Info-South is a menu option. Info-South is an extensive database of Latin American information, highly relevant to Pacific Rim studies. In the slide collection section of the Art & Architecture Library, Botticelli, the database of records for our slide collection, was made available on a public terminal for use by faculty and students in the Visual Arts Department, many of whom do not have access to the Library's databases from their offices. The Science & Engineering Library has programmed SCILIB, a system for receiving ILL and photocopy requests from their clientele over e-mail. This list could be extended, and it will be, as the Library without Walls moves out to all corners of the campus over the network.



Networking... Internationally



The International Relations and Pacific Studies Library (IR/PS) finished its first full academic year in the new Robinson Complex. With a collection of less than 30,000 volumes, it is not surprising that IR/PS has been networking with other libraries to access materials and information for faculty and students. Karl Lo, Head of the IR/PS Library sums up:

"We accessed other libraries for 943 loans and searched off-campus databases for tens of thousands of journal citations. From Reuter Textline alone, we provided 69,790 headlines to 14 faculty members...weekly. What did surprise us was that 580 items from our collection were requested by and sent to other libraries. For a small collection to attract so many requests, we can only credit our fine collection and effective bibliographic control."

IR/PS also practiced people networking. Four librarians—Harold Colson, Richard Wang, Karl Lo and Eiji Yutani—traveled to Guadalajara, Tokyo, Seoul, Taipei, Hong Kong, Beijing and Shanghai for library acquisitions and to serve as consultants. Librarians from East Asia and Latin America visited IR/PS. The walls may not yet be entirely gone, but the doors are wide open.

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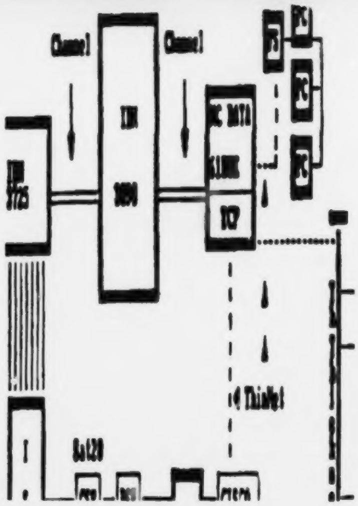
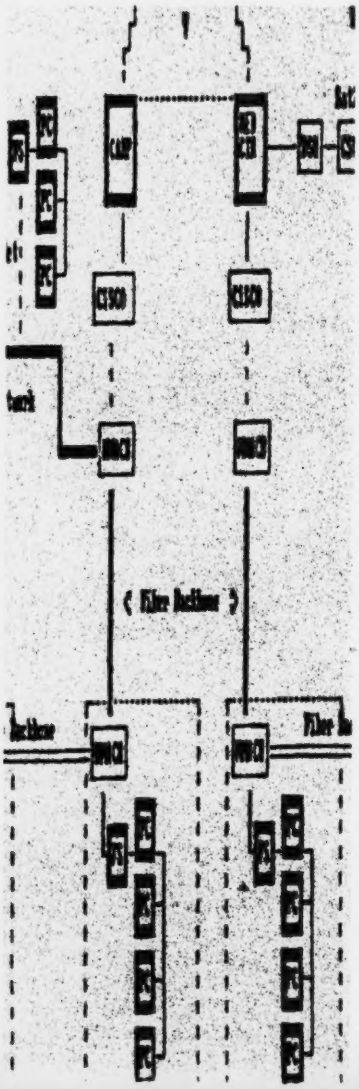


Networking... With the San Diego Community



The Friends of the UCSD Library sponsored two evenings with "Great Authors" Wallace Stegner and William Styron. These programs bring cultural benefits to the San Diego community and, through the generosity of the Friends, new acquisitions to the shelves of the Library. The Friends Salon Series continued its steady popularity. The 1990/91 schedule featured talks by faculty members Jack Greenstein (Visual Arts) and author William Murray.

The Corporate Friends changed its name to the Corporate Associates Program (CAP) and expanded from its beginnings in the science libraries to include access to all the UCSD Libraries. CAP is a membership program for San Diego companies interested in affiliation with the Library and the campus. Benefits include direct borrowing privileges, document delivery and a variety of information services. As of June 30, 1991, CAP members were:

- COMPUTERVISION
- CYTEL CORPORATION
- GENERAL ATOMICS
- GENERAL INSTRUMENTS
- HYBRITECH, INC.
- INSTITUTE FOR DEFENSE ANALYSES
- IVAC CORPORATION
- MARTIN MARIETTA ADVANCED DEVELOPMENT AND TECHNOLOGY OPERATIONS
- Mc DONNELL DOUGLAS TECHNOLOGIES
- NCR/ENGINEERING & MANUFACTURING GROUP
- NCR/SYSTEMS ENGINEERING GROUP
- OGDEN ENVIRONMENTAL SERVICES, INC.
- ORINCON CORPORATION
- RESEARCH INFORMATION SYSTEMS
- S-CUBED
- TITAN LINKABIT CORPORATION

PLUS is the name of the new fee-based service offered by the Library to companies or individuals who simply want to pay as they go. Services include document delivery, computer searching, and reference and research assistance. Even without the planned publicity program, PLUS is receiving requests for services. We are hopeful that PLUS will serve both the information needs of our surrounding community and the need of the Library to be compensated for extending services beyond our primary UCSD clientele.

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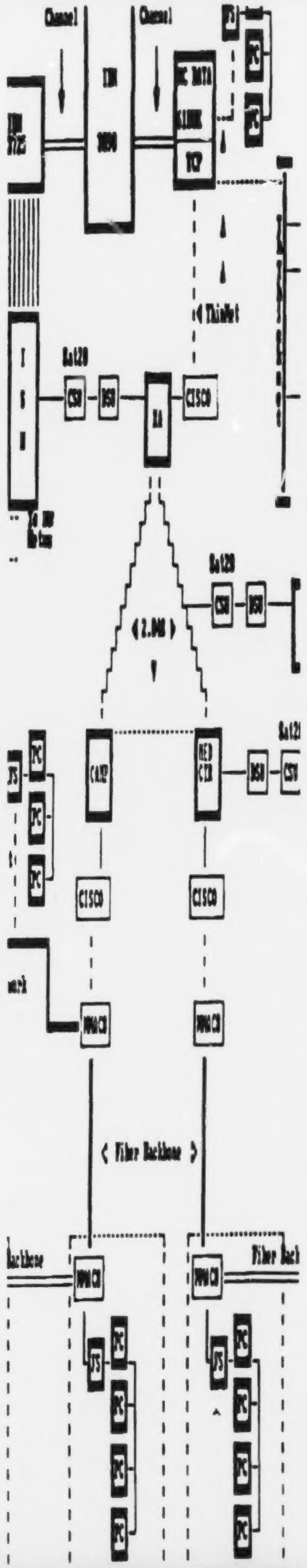
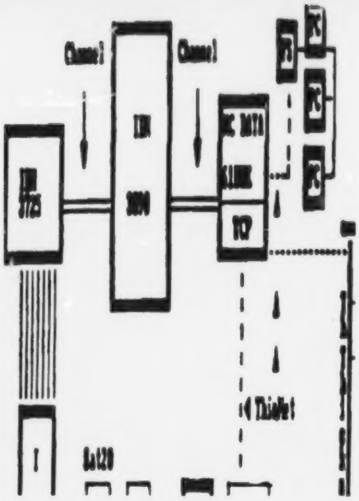

Channel
Channel
IBM
3090
TCP
ThinNet
CSU
DSU
CISCO
CAMP
MED CTR
CISCO
CISCO
PC
TS
Fiber Backbone
Fiber Back

The Music Collections Department published the first three issues of the *Ernst Krenek Newsletter* and already several potential donors of research materials have approached the department with offers of important materials.

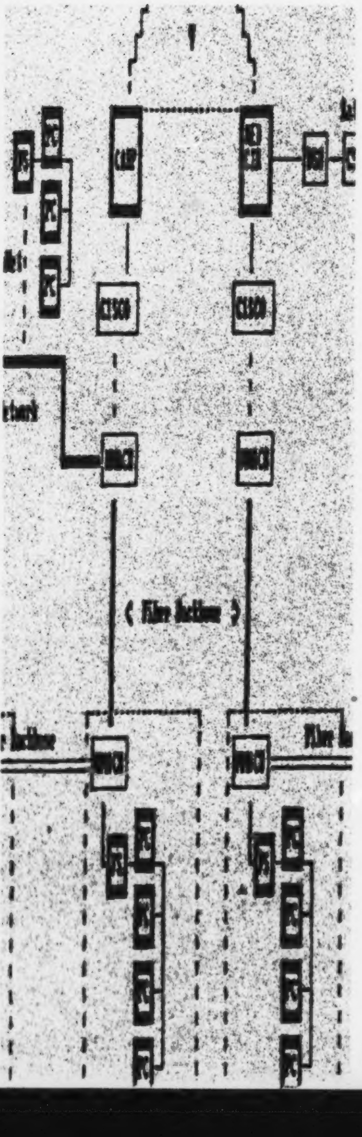
The Government Documents and Maps Department is a member of the U.S. Depository Library Program with responsibilities for making available to the public the incredible array of government-generated information. DOCS held a seminar for local public librarians to introduce them to the resources of the department. In cooperation with other San Diego area libraries which hold city and county documents, DOCS is cataloging our holdings and developing a network of arrangements with those libraries to assure the acquisition and maintenance of local and regional government information.

In these and many other ways, the UCSD Library extends its services to the surrounding community.



Networking... Behind the Scenes

Although rarely visible to the Library's users our Business Services, Library Personnel Departments and departmental administrative assistants are the infrastructure on which we all depend to support the Library's mission. The Library's administrative network provides an increasing amount of management information and contributes significantly to cost control and to internal (and external) communication. Currently running Novell's Netware on five file servers accessed by 233 connected PCs, the Library's Administrative Net is as integral a part of our operations as our online catalog and its associated systems for acquisitions, serials control, cataloging and circulation. The importance of the network to our behind the scenes operations can be measured by staff grumpiness accompanying the occasional periods of downtime.



E-mail on the Library net has become a significant contributor to communication within the Library as well as to the rest of the campus and the academic world beyond. We are able to compare budget notes with library staff on other UC campuses, make arrangements for meetings which formerly took many minutes of long distance telephone time, request bits of information with one another without resorting to tedious telephone tag, broadcast an electronic version of *Tracings*, the staff newsletter, and much, much more. Many of us are now not able to think of life in a library without e-mail connections over the network.

STAFFING—THE DOWNS AND THE UPS

This year the University's unprecedented Voluntary Early Retirement Incentive Program called "Plus 5" resulted in an all-time high number of retirements in one year. The Biomedical Library experienced "Minus 5" as five senior members of its staff retired in April. In total 5 academic and 7 staff members retired from the Library, with an additional staff member to follow in the fall of '91 under the PERS retirement system.

At the same time, in the past half-dozen years, it has been obvious that the Library has experienced steady growth. That perception was confirmed by the Association of Research Libraries Statistics issued in December, 1990, which included a table of "Total Staff." When the 1989/90 table is compared to 1984/85 statistics, this library appears as the second fastest-growing research library in the nation.

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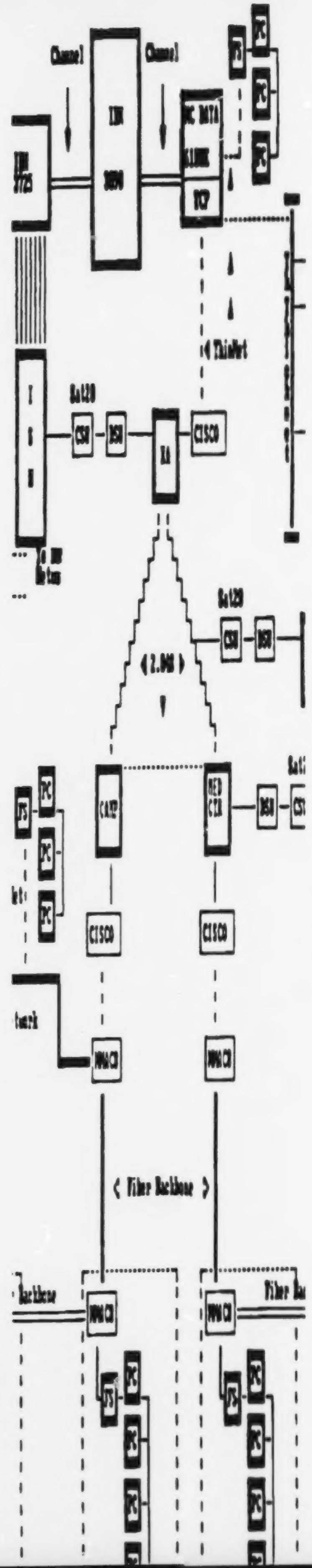
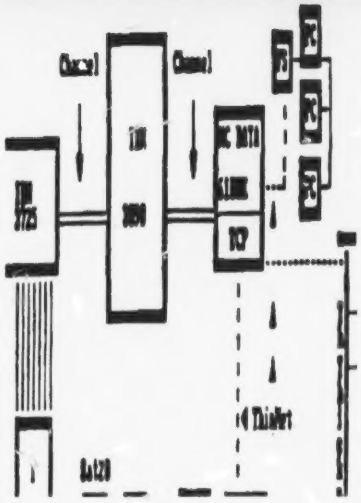
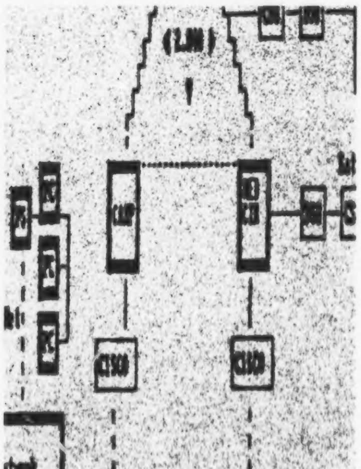

Channel
Channel
IBM 3725
IBM 3090
TCP
PC
TS
ThinNet
CSU
DSU
CISCO
MED CTR
CISCO
CISCO
Fiber Backbone

University	FTE 84/85	FTE 89/90	% Change	Rank
Delaware	166	225	+35.5	1
UCSD	272	364	+33.8	2
Arizona State	292	388	+32.8	3
UC Irvine	192	250	+30.2	4
Brown	220	277	+25.9	5
Vanderbilt	244	303	+24.2	6
New Mexico	281	337	+19.9	7
Emory	223	264	+18.4	8
Georgia	301	351	+16.6	9

As of June 30, 1991, the Library's staff was 291.41 FTE (full-time equivalents) with another 81.52 FTE students. It is this network of talent and dedication that is the strength of the UCSD Library.



A Day in the Life of the UCSD Library



The doors opened at 8:00 a.m. and closed at 12 midnight on a normal weekday. Libraries were open seven days a week.

Daily —

- 5,932 persons entered;
- 1,722 books were circulated;
- 590 reference questions were answered;
- 221 titles were cataloged;
- 474 volumes were acquired;
- 91 subscriptions to serials were processed;
- 4,658 items were reshelved;
- 149 items were sent to the bindery;
- 19,165 pages of photocopies were made; and
  - 33 books were loaned to other libraries and
  - 31 books were borrowed for UCSD library users through Interlibrary Loan; in addition,
  - 61 photocopy requests in lieu of loan were supplied, and
  - 25 photocopy requests in lieu of loan were received for UCSD users

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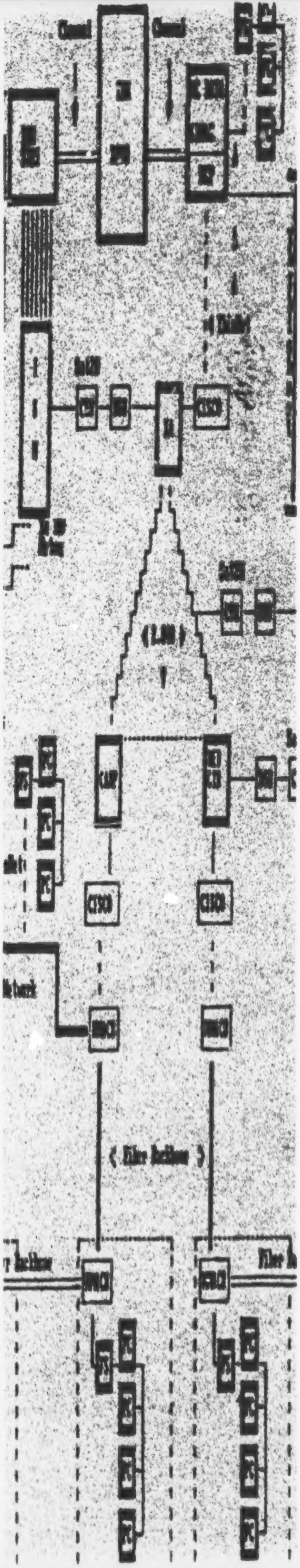

1990/91 LIBRARY HOLDINCS

Volumes	2,055,113
Current Serial subscriptions	23,784
Manuscripts	8,514,688
Archives	5,372,813
Maps	266,937
Microforms	2,074,212
Pamphlets	116,152
Government Documents	321,580
Slides	206,488

DEVELOPED RESOURCES*

Gifts, Monetary	$146,084
Gifts-In-Kind	
Library Materials	223,113
Equipment, Furniture, and Art Works	2,200
Grants	147,765
Endowment Earnings	143,286
University Supplemental	1,040,143
Friends of the UCSD Library	
Book Purchases	18,168
TOTAL	$1,720,759

EXPENDITURES

Salaries & Wages	$8,972,007
Supplies & Equipment	2,427,617
Books and Binding	4,879,452
Other	38,279

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* These resources supplement regular State support and are obtained through the Library's successful case-building for additional UC funds, and in gift and fund-raising outside UC.

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In Appreciation

During the past year the UCSD Library received with gratitude many gifts for endowment and current programs, as well as numerous gifts of materials that enrich and expand our collections. We are pleased to acknowledge those individuals and organizations whose support has sustained us.

Barbara T. Allen
American Institute of Wine & Food
American Institute of Wine & Food,
San Diego Chapter
Carl L. Anderson
Helen M. Anderson
Mr. and Mrs. Carlton Appleby
Richard and Rita Atkinson
Dr. & Mrs. Richard Attiyeh
Mr. & Mrs. Randall J. August
Lela & Rea A. Axline
Mr. & Mrs. Sven A. Bach
James & Mary Berglund
Mr. & Mrs. John A. Berol
Dr. & Mrs. Steven F. Bierman
Harriet & Louis W. Bookheim
Karen Bowden
Helen & Douglas Boyden
Hugh & Marjorie Bradner
Clara E. Breed
Althea & Dan Brimm
Stephen A. Brown
Joan F. Burns
Ann & Gerard Burrow
Frances Butler
Lila Butler
Mr. & Mrs. John D. Butler
Robert Butts
Callison Partnership Ltd.
Elizabeth & John Carson
Katherine Royal & Robert Bancroft Cate
Mr. & Mrs. Charles A. Chapin
Peggy & Stanley Chodorow
S.K. Choi
Kevin Christian
Canice & Vincent Ciruzzi
Dallas & Mary Clark
Dexter P. Cooper, Jr.
Bayard R. Corson
Mr. & Mrs. Raymond Cote
Council for Culture, Planning & Development,
Republic of China
Mr. & Mrs. Harry Crosby
Mr. & Mrs. Frank W. Davis
Estelle & Robert Davis
Sukhendu Dev
Dr. Seuss Foundation
Don & Romilya Driese
Karl Dyk
Mary T. Escherich
Frank F. Ferry, Jr.
Frederick H. Fisher
Amy S. & Ferdinand E. Fletcher
Anne L. & Robert C. Fletcher
Charles K. Fletcher, III
Claire M. Fletcher
Ed Fletcher, Jr.
Ferdinand T. Fletcher
Georganna Fletcher
Lawrence B. Fletcher
Peter T. Fletcher
Mr. & Mrs. Stephen G. Fletcher
Ed & Mary Fletcher Foundation
Willis & Jane Fletcher Foundation
Carolyn & John Patrick Ford
Friends of the UCSD Library
David L. Fuhrer
Edwin Fussell
Georgianna & James Galas
John & Laura Galbraith
Toni Gambonini
Audrey & Theodor Geisel
Gholam Reza Ghanimati
Martin Giel
Randall Giles
Mary Louise Glanz
Mrs. Karl Glasoe
Mr. & Mrs. Robert Gordon
Charles Graves
Dorothy Gregor
Joseph Grunwald
Ellen & James Hammonds
Eila & William Haubrich
Virginia F. Hawk
George Hellman
Dick & Jeaninne Helmstetter
Dorothy V. & Kenneth E. Hill
Nancy & Wayne Holder
Frank L. Hope, Jr.
B. W. Hotten
Francis V. & Peggy Howell
Paul Hyde
Lila F. Jaeger
Fran Jenkins
Mr. & Mrs. Harleigh Johnston
Jerome & Miriam Katzin
Mr. & Mrs. Peter Kaye
Colleen & James Kerr
Detty June & Philip M. Klauber
Lawrence Krause
Herbert & Minerva Kunzel
Lambda Alpha International
Beth Ann Levendoski
Marvin Levine
Mr. & Mrs. Paul A. Libby
Albert & Marilyn Lieber
Dale Lingenfelder
Richard E. Lingenfelter
Rebecca P. & Stuart R. Lloyd
Los Angeles Times/Times Mirror
Foundation
Barbara & Edgar Luce
Margot W. Marsh
Noory H. Masliyah
Ann & William McGill
Geraldine & Lawrence McGilvery
Gifford Menard
Mr. & Mrs. David M. Miller
Diane & E. Tyler Miller
Judith & Neil Morgan
Linda Oppen Mourelatos
Edward & Helene Muzzy
New Horizon Foundation
Charlotte Oakes
Erma & Farley O'Brien
Nancy Olmsted
J. Michael Oyster
Richard & Sandra Page
Marie & Roy Harvey Pearce
Mr. & Mrs. Norman Pearson
Kerry Pinchbeck
Helen M. Ranney
Ann E. Reedy
Richard Reilly
Ellen & Roger Revelle
Russell Robelen
Mr. & Mrs. James I. Robinson
Donald & Sarah Rogers
Charlotte T. Rowe
Daniel Royce
San Diego Community Foundation
Dr. & Mrs. Sarkis Sarkisian
Thomas Sheehy
Francis P. Shephard Foundation
John & Mary Lou Shoemaker
Barbara & Peter Simon
John & Marjorie Sinkankas
David McKenzie Smith
Dr. & Mrs. Francis Smith Trust
Albert & Victoria Stark
Mrs. A. Richard Stern
Dr. & Mrs. Herbert Stern
William Glenn Stern
Hans Eduard Suess
Dorothy & Oscar Sugar
Harry & Susan Summers
Karen Susmilch
Frances Virginia Tallman
Richard D. Tuck
Andree & Carlton Vail
Dr. & Mrs. Willard Vanderlaan
Barbara G. Walbridge
Margaretha Walk
Gerald & Viviane Warren
Ilse Warschawski
Martin & Valerie Webster
Egon & Renee Weiss
Suzanne Weissman
Judge & Mrs. Howard B. Wiener
Mr. & Mrs. Frank Winter
Elizabeth & Joseph Yamada
Carolyn Yorston

The University of Texas at Austin

GENERAL LIBRARIES

1989-90 ANNUAL REPORT

plato.
Socrates.

INTRODUCTION

Academic research libraries have quite rightly asked in recent years on what bases libraries should be graded other than size. In reviewing this annual report, it is clear that our collections and resources are under extreme duress, that decline in some respects has actually begun. Nevertheless, it is also abundantly clear that our libraries are improving, staffing is stronger and more sophisticated (if certainly still too few in many areas), technology has been made a staunch ally of service, and access to the world's information has never been as strong in the history of the knowledge enterprise. We must somehow start counting deliverables and the quality thereof, measuring efficiency and an organization's ethic, reckoning a library's influence on the quality of its graduates and the teaching, publications and research of its faculty. By any of these measures, ours would still stand as a wonderful library, but one desperately in need of additional dollars.

Warm thanks must go to a very fine and hard-working staff, to a very supportive Administration, and also to faculty and student friends who contribute much to the success we see as we leave a year behind.

Harold Billings
Director of General Libraries

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OVERVIEW

The General Libraries is growing, moving, evolving, reacting to the environment, and helping reshape it, like other living organisms. In many ways, 1989–90 may represent a watershed year between the old and the new General Libraries. The changes described in the following report may have their roots—and even their initial stages—in the past, but to the staff of the General Libraries these changes are significant elements in the realization that the new General Libraries will not only carry most of the "old" library system into the future, but will continue to add a great deal of "new," much of which is not even yet imaginable.

The new General Libraries will be just as dedicated to its traditional mission and goals—just as service oriented—as it is at present. The new General Libraries will continue to hold major collections of books and journals, supported by traditional services, but collections and services will be more electronically enhanced. In the new General Libraries, access to remote information sources will be considered a normal part of information provision, not merely an appendix to ownership of materials.

In the new General Libraries, professional librarians will assume greater responsibilities as information managers and engineers, reaching out into the information flow, be it traditional collections or new electronic sources, to assist users face to face or from workstations remote from the user, working with them electronic hand in hand. And in the new General Libraries, there will be more integration of purposes, tasks, responsibilities, and tools across the entire library, resulting in new examples of and new possibilities for increased synergism and cooperation. These changes have affected and will continue to affect all units, and all staff, and all users of the General Libraries.

SERVICE CONTRIBUTIONS

While undergoing a rapid transformation in many areas, the General Libraries continues to pursue its primary role of providing service to the University scholarly community. During 1989–90, total library circulation exceeded 4 million items while charged circulation stood at roughly 2 million items—increases of 4 percent and 2 percent respectively. Circulation in the Perry-Castañeda Library (PCL) increased by 7 percent, and there was a 23 percent increase in shelving of materials used in-house. These increases stood in sharp contrast, however, with turnstile counts which declined in both PCL and the Undergraduate Library (UGL)—down to the lowest totals of the past five years.

Reference and information questions answered remained virtually the same as last year at just over 500,000 transactions. In computer-based information services, full-service searches (done by staff for patrons) continued a decline as in recent years, while U-Search searches (performed by patrons) almost doubled after a decline in 1988–89. And searches done by users at CD-ROM stations were extremely heavy, with regular queues and frequent requests for additional stations.

There was another striking increase in inter-library borrowing requests received and filled—up 21 percent, and an increase in materials borrowed or photocopied for UT Austin scholars—up 17 percent. These numbers suggest (after a similar heavy increase last year) both a growing unavailability of materials in local collections and the continued improvement of access to information and materials located beyond the campus. Document sharing programs provided by UT Austin to other members of the UT System certainly account for some of the increase, as well.

While some users continue to think of technology as an enemy of sorts to true learning, the fact is that technological enhancements made it possible to improve user services in many ways during the year.

It was possible to implement procedures whereby books can be renewed at any site—a major new convenience for faculty and students alike. The addition of many new records to the UT Library Online Catalog (UTCAT) made it possible to expand information about holdings not only at Austin and in traditional formats, but at other locations and in other guises as well. For instance, 143,000 records from the Center for Research Libraries were added to UTCAT, enabling users to access materials located in Chicago which can be quickly delivered to prospective Austin users. A new mechanism for adding government document records to UTCAT facilitated access to these materials; and records for vertical file maps were also added to the catalog, as were location displays for current periodical issues. An adaptive computer program improved access to library materials for the visually impaired in the Undergraduate Library, and microcomputers in the UGL Microcomputer Center were linked to the English Department Lab Network enabling students to utilize UGL's micros for their English course-work.

Traditional mechanisms, and the new technologies, continued to support and enhance the user's need for information, but continuing insufficiencies of acquisition funds further reduced the library's ability to acquire material for its collections. A large subscription cancellation project was initiated during the summer of 1990 to reduce the prospective effects of runaway inflation on a comparatively static book and journal budget. Major decisions regarding information access face not only the General Libraries but libraries all across the nation.

TECHNOLOGICAL SUPPORT

Use of computers and telecommunications were integrated more fully into standard procedures in 1989–90 in the General Libraries.

The UT Library Online Catalog (UTCAT) was enriched with additional materials; usage increased both on campus and through worldwide computer networks.

Information in electronic formats has become more firmly established as an integral part of the resources of the General Libraries:

- self-searching by users of databases at a partially subsidized flat rate (U-Search) was expanded to branch libraries and usage mushroomed;
- searching hardware and software at all sites offering Computer-based Information Services were upgraded;
- five additional CD-ROM databases were offered to users, bringing the total in use to eighteen;
- the paper-copy subscription to Beilstein Handbook of Organic Chemistry was cancelled and replaced by online searching of the Handbook in electronic format.

The introduction and expansion of the INNOVACQ acquisitions system is adding better management information for library collections. This has several useful consequences: enhanced capabilities to make better collection development decisions in a timelier manner, a capability for electronic ordering from several vendors, faster acquisition of resources, the ability to link with the library's serials vendor for electronic transmission of renewal and subscription price information, and new possibilities for in-process control information for the public via UTCAT.

Installation of an AppleTalk network in the Perry-Castañeda Library (PCL) and increased usage of a campus electronic mail system have resulted in administrative and support efficiencies: committee work can be conducted in a decentralized, electronic mode; files can be shared in work groups, and software accessed individually from the local network server; requests for repairs and maintenance can be sent online; interlibrary loan requests can be transmitted online to the central Inter-Library Service (ILS) office from branches; and cancellations for billed circulation transactions can also be transmitted.

Microcomputers in the UGL Microcomputer Center were linked with the English Department Lab Network, with the initial advantage that students can use UGL's machines for their English work when the English Department Lab is closed or when the machines are in full use.

Telefacsimile technology was introduced, or its use increased: for public access to FAX facilities in the library; for expedited resource sharing programs with four libraries in Texas (Trinity University and University of Texas campuses at Dallas, San Antonio, and the Permian Basin); and for resource sharing almost completely by telefacsimile with Texas A&M University. Even the transmission of documents across campus by FAX is replacing hand-carried urgent deliveries.

The General Libraries participated in the GOVDOCS service from the Online Computer Library Center (OCLC) to put records for depository materials into UTCAT more quickly and efficiently, and to allow staff to spend more time inputting international documents into OCLC, both of which promote better access to our government documents.

OTHER INNOVATIONS AND CHANGES

Other innovations and changes in the General Libraries this past year have had large effects on all units.

Major unit relocations have taken place. For example, in PCL, a series of moves involving Photoduplication, Inter-Library Service, the PCL Microcomputer Center, Bookkeeping, Preservation, Gifts, and Supplies has resulted in better working areas for many staff members, and better service points for many users. The physical environment and working arrangements for the Microcomputer Center were especially improved.

The Film Library was moved from an out of the way building to the Undergraduate Library where it was merged with the considerable audio-visual collections already in UGL. (Responsibilities for provisional maintenance of equipment for film and video showings and staff to conduct showings were transferred to another campus unit.)

The Asian and Middle Eastern collections were moved from the Main Building to PCL, with some materials being moved to the Fine Arts and Architecture Libraries, as well. These moves impinged on almost every unit in PCL, some more than others. Much extra work was done this past year cataloging, coding, marking, shifting, shelving, carrying, and adjusting to new locations. Better service for users of these materials, and additional storage areas in the Main Building for collections from the Barker Texas History Center, are among the results of these moves.

Undergraduate reserve materials from the Chemistry and Physics–Mathematics–Astronomy Libraries were moved to the more central Reserve Unit for undergraduates in UGL.

Records for materials held at the Center for Research Libraries in Chicago (CRL) were added to UTCAT. Over 143,000 new records for these research materials appeared in UTCAT with a resulting 20 percent increase in use of CRL's materials via interlibrary borrowing by the UT Austin community.

Revised circulation procedures and new programming for the Interactive Circulation System made it possible for users to renew most library materials at any automated site, not merely the location from which materials were originally borrowed, a real boon for faculty and students.

Minimal level cataloging (MINCAT) was used extensively to reduce the numbers of materials for which records did not exist in UTCAT, thereby rendering many materials accessible to users for the first time.

Circulation desk staff members received training augmented by an exceptional videotape produced by staff of Circulation Services.

Branch libraries photocopied many materials for interlibrary lending purposes, thereby keeping needed materials on their shelves rather than transiting back and forth to ILS.

COOPERATION/INTEGRATION

A good example of the integration and cooperation mentioned above is the performance of "technical work" in the General Libraries. Cataloging, classification or reclassification, and catalog maintenance are done in the centralized Technical Services Division, but this work is also done in the Barker Texas History Center, in the Benson Latin American Collection, in Classics, in Documents, in Geology, in the Harry Ransom Humanities Research Center, in the Library and Information Science Collection, in Maps, in the Middle Eastern and Asian library program offices, in Reference Services, and in UGL.

Preservation is done in the Preservation Department, and also in Architecture, in the Barker Texas History Center, in the Benson Latin American Collection, in Fine Arts, in Maps, in Reference Services, and in other units.

The collection development program is a library-wide effort, effected by staff throughout the libraries with bibliographer responsibilities, coordinated by the assistant director for collection development.

Developments in automation come from the Administrative Offices, from Circulation areas, from Facilities and Support Services, from HRHRC, from joint efforts with the Administrative Data Processing Department and the Computation Center, from Reference Services, from Technical Services, and from UGL. This list could continue, but is sufficient for an understanding of the integration under way in the General Libraries, and increasingly across campus, of the removal of administrative and geographic boundaries between units, and of the range of skills and abilities that all staff are acquiring to help the General Libraries evolve.

BUDGET

Looking at these accomplishments, one might think that the General Libraries had a banner year with its budget. But the reality was there were reasons for hopefulness and causes for serious concern. The University of Texas at Austin administration supported the General Libraries with additional funds at nearly every turn—for the book budget, for renovation, for temporary storage improvements and the move of the Asian and Middle Eastern collections to PCL, and for continuation of the automation enhancement program—but sufficient resources were simply not available to meet all needs.

- The total working budget of the General Libraries in 1989–90 was nearly $1 million higher than the budget for 1988–89. Operating lines were increased by 4.5 percent, the book and binding budget by 4.5 percent (with an additional supplement at year's end), and all salaries by 5 percent (or a minimum of $60 per month).

  But, these increases from the state (heavily supplemented by the University in local educational and general funds, and by the library from alternate soft budget streams) could not keep pace with inflationary rates or help catch up on long-term deficiencies in salary levels or inadequate funds for library materials and information. Full-formula library funding from the state is a critical need as documentary evidence produced for Senator Carl Parker's Senate Education Committee clearly demonstrated in early 1990 (see below). And the continuing loss to the library of its lapsed-salary savings continues to be a hindrance in utilizing its budgets to full measure.

- The information resources working budget was increased nearly $500,000 over 1988–89, but, again, the General Libraries relied on supplemental funding sources for much of the increase. An increase of 4.5 percent in the book budget was supplemented by an additional 4.5 percent temporary transfer from the President at the end of the fiscal year, and these increases were supplemented by funds from library fines, lost book charges and similar *soft-fund* sources.

- The book budget increases allowed a nearly steady state in subscriptions maintained during the year and in the dollar amount of blanket orders, but with no expectations of budget increases in 1990–91, it became clear that adjustments would have to be made for the future. Thus, subscriptions to 1,416 serials were not renewed in late Fiscal 1990 so the General Libraries would not spend beyond its budget in Fiscal 1991. By not renewing these titles—5.9 percent of paid subscriptions—the General Libraries reduced its serials commitment by $264,000 in 1989–90 budget dollars and prospectively by some $320,000 in inflated 1990–91 budget dollars for the same titles.

Monographic orders were reduced to 1977–78 levels. There were no funds to acquire significant retrospective materials when opportunities presented themselves.

As noted above, fuller state appropriations are required if these difficulties are to be resolved. The report to Senator Parker, produced by General Libraries administrative staff, went ahead to say: "... the increasing use of AUF funds as a significant portion of local E&G funds to support state appropriations, as well as to add to that margin of operational need which is unmet because of inadequate appropriation levels, has seriously detracted from their primary purpose to support the excellence of collections and programs. No longer does the library have the flexibility to provide more than basic services, to invest as quickly as it should in newer information sources and technologies, or to acquire important special collections of research materials for the Harry Ransom Humanities Research Center, for the Barker Texas History Center or the Benson Latin American Collection ... [A] presentation of changes in library budgets over the past five years in no way adequately represents the full range of library needs that are going unmet, nor does it adequately reflect the potential seriousness of this situation for both our institution and its scholars, and for the educational and research capacity of the state."

DEVELOPMENT

The General Libraries has accelerated efforts to secure external funding.

In 1989–90, $312,000 in cash gifts were added to several endowment and restricted gift fund accounts of the General Libraries. Notable gifts included $100,000 from J. R. Parten to the John Henry Faulk Endowment for the Bill of Rights and $100,000 from Pennzoil for the Pennzoil-Texaco History Project. The Wasserman Fund contributed an additional $50,000 to the Public Affairs Library, and the Nettie Lee Benson Fund received $14,710 in new donations, including another major contribution by Dr. Benson herself.

Over $566,000 in grant funds were awarded to the General Libraries from government and private organizations. These funds generally permitted the General Libraries to add needed materials to its collections, to make its collections better known to other libraries through machine-readable cataloging, and to preserve its collections.

Seven applications were made to federal agencies during the year, and a total of $532,150 was awarded. Grants received included three from the National Endowment for the Humanities. One is to provide access to Mexican American archival materials and another to plan in cooperation with the Texas Center for Writers a symposium and travelling exhibition based on Mexican American archives in the Nettie Lee Benson Collection. A third is a two-year grant to preserve on microfilm the Texas newspapers in the Barker Texas History Center. The General Libraries was also awarded a joint Department of Education-NEH grant to support converting cataloging records in the Benson Collection to machine-readable form. This latter was a component in a larger proposal submitted in cooperation with a group of seven other university libraries.

During the past year the General Libraries submitted an increased number of proposals to private foundations, corporate foundations, and other agencies. Part of this effort resulted from greater staff awareness and interest in seeking outside funding to support programs and services. Grants obtained from these sources amounted to $34,500 and included funding from the Foundation for Women's Resources, the International Council for Canadian Studies, the Japan Foundation, the Japan-U.S. Friendship Commission, the Lucius N. Littauer Foundation, and the Southern Federation Foundation.

The estimated value of in-kind donations to the General Libraries totalled $711,800, an increase of 31 percent over $543,400 of the previous year. Such gifts are a valuable source for collection enrichment. In other development activities three book sales were conducted, the Development Council encouraged staff interest in external funding through a variety of means, and approval was recommended on the General Libraries Development Program's statement for 1991–1996.

ISSUES AND CONCERNS

Against the backdrop of a continuing fiscal malaise throughout the state and inflationary escalation on the national scene, the General Libraries recognizes that it has many concerns to address with little promise of additional funding in the short term. Facing these issues as challenges, the General Libraries intends to marshal its resources and staff to continue efforts to excel, providing the best services, collections, and other information sources possible to the benefit of scholarship.

In continuing that mission, there are seven major concerns which the General Libraries must address:

Staff. As previously noted, a major concern continues to be staff salaries. Salaries have neither kept pace with inflation nor competed with those offered by peer institutions. This is a particular problem when competitively recruiting at the national level. With little reason to anticipate salary increases from legislative appropriations, the General Libraries will continue its policy of tapping every available resource to increase salaries at every possible opportunity. Also, more staff training in using new technologies is needed for personal empowerment and for improvement of library operations and information access. As there are increasingly more avenues for information access and more information sources, staff are also increasingly called upon to know more and to be able to teach users more about how to use these technologies and sources. Also, staff need more training in such areas as managerial skills and group processes to best manage library services and resources. Lastly, the General Libraries needs to insure that there are enough employees, effectively deployed, to maintain the basic services that users take for granted.

Information resources. Whether information resources come in paper, electronic, or other formats, providing them requires financial resources. These information resources will be purchased, leased, accessed electronically, or borrowed. The information resources budget will continue to be strained as these alternate information resources contend for a finite amount of dollars in an inflationary environment. Addressing this issue will require wise management, extensive dialogue with faculty and other library users, cooperation, expression of concerns to proper agencies, and continued fund-seeking from every available source.

Equipment. Using new technologies requires equipment: workstations for processing orders, paying invoices, cataloging and circulating materials; terminals and workstations for accessing the online catalog; workstations for accessing information in electronic formats (CD-ROMs and online), for microcomputer centers, for administrative and clerical functions, for electronic mail, and networks; microcomputers, players, readers, etc. for the various media; copiers and telefacsimile equipment; and required peripherals (printers, modems, furniture, etc.), supplies, and backup equipment. The challenge to the General Libraries is to insure that all users and staff have adequate access to the hardware necessary to do their jobs and "windows" to access the information they need. New equipment will be required to expand and enhance information services and to combat obsolescence in a world where hardware and software change seemingly overnight.

Preservation. From 19th century books in the Classics Library, to manuscripts in the Barker Texas History Center and irreplaceable 20th century Latin American imprints in the Benson Collection, to architectural drawings in the Architecture and Planning Library and reference books that have been too much used by patrons in Reference Services, to mold in the Collections Deposit Library, the problems to be met in preserving materials are many. The General Libraries is addressing them through allocation of institutional resources and successful applications for grants. A national infrastructure that has been put in place to deal with these issues will help, yet more must be done. Microfilming, for instance, must give way to imaging techniques which will not only preserve materials but make them more readily available through the new information systems under development.

Space. Lack of collection and work space is a critical issue to some units of the General Libraries, notably the Physics-Mathematics-Astronomy Library, the Barker Texas History Center, and the Historical Recordings Collection in the Fine Arts Library. The General Libraries has shifted collections among units to help alleviate some of the most pressing problems in the short term. For the long term, a proposed mass storage facility appears to have excellent prospects for realization.

Social concerns. The General Libraries is aware of the danger of the creation of an "information underclass" due to adoption of new technologies. While only light and a seat are needed for a user reading printed materials, information in electronic formats requires computer and telecommunications equipment, and various access charges to be paid. Must users purchase their own equipment to use electronic information? Is the library expected to furnish equipment for every user? What about the private, corporate sector? Is the library expected to provide materials in electronic format for users free, paralleling the present model with printed materials? These are serious questions that must be addressed. Another social concern is serving cultural diversity in information resources, services, and staffing. Multiculturalism has been always represented in the collections assembled by the General Libraries, but more attention must be paid to a growing, culturally-diverse work force and clientele.

Management and Leadership. Both leadership and management are more important in times of economic hardship and major change. With its traditional values of offering services and collections of high quality, the General Libraries encourages such organizational values as flexibility, openness to change, innovation, and the willingness to take risks. It insists on respect for its human resources and makes every effort to offer opportunities for individual staff development, growth, and personal enrichment. It offers opportunities for wide staff participation on a matrix-based organizational model that recognizes the need for line responsibilities associated with functional interests and skills expressed through the work of units, teams, committees, and councils.

The General Libraries attempts to maintain open communication lines with its campus constituencies from library publications to suggestion boxes and an online UTCAT Comment feature to more formal organizational participation. The University Library Committee and the ad hoc Faculty Library Budget Advisory Committee have been extremely helpful in gaining effective input in critical determinations the past several years. The participation of students and faculty alike in these activities is gratifying.

The key for the General Libraries during the decade ahead will be to comprehend its limits. There is a world of possibilities, but a smaller set of plausibilities. Technologies greatly extend our reach, but our grasp is not so achievable. There is a difference between the desirable and the "do-able." The ideal is to do everything possible, but the reality is that funding, staffing, and other resources set real limits and choices must be made. In meeting the challenges ahead, the General Libraries understands there are limits to be recognized, priorities to be set, constituencies to be consulted, and informed judgments to be made, so that real growth and improvement can continue.

COLLECTION DEVELOPMENT

An 8.6 percent increase in funding for information resources (materials) permitted the library to acquire materials during 1989–90 without reducing serial subscriptions. Meanwhile, the dollar continued to erode and domestic and foreign materials prices continued to increase. Clearly, without very large budgetary increases in 1990–91, available resources would be inadequate to counter rising costs of books, periodicals, and other formats. To stay within the anticipated 1990–91 budget the General Libraries proceeded in the spring and summer of 1990 to take necessary cost containment measures. Concurring with recommendations from library bibliographers, the decision was made to reduce the general periodicals obligation for calendar 1991 by 10 percent of the 1989–90 serials budget ($264,000). This reduction was intended to protect the portion of the budget reserved for books, and to keep it at the same dollar level in 1990–91 as in 1989–90. Reductions in expenditures on approval plans for 1990–91 were also anticipated.

Extensive serial cancellation projects are greatly hampered by lack of adequate tracking of subscription expenditures on a subject basis. Working with too little information, bibliographers did collaborate with faculty to achieve the necessary cancellations; cancellation decisions increasingly focused on whether the journal in question was heavily used. Altogether, some 1,400 titles were not renewed. Although some of these titles represented one of multiple copies or microform backups of hard copy subscriptions, most were useful, scholarly titles. Subsequently, about 40 of the cancelled titles were reinstated at a cost just over $5,000.

Currency Exchange per DOLLAR

	8/31/84	9/1/89	% decline/5 yrs
English POUND	0.7642	0.6425	15.93%
French FRANC	8.8625	6.6005	25.52%
German MARK	2.8885	1.9785	31.50%
Japanese YEN	241.85	145.550	39.82%

Source: New York Times. Periods reflect rates during subscription renewals.

Considering the magnitude of the project, and the haste with which it had to be pursued, substantive complaints were surprisingly few, and these came primarily from scholars working in interdisciplinary fields. All potential cancellations had been reviewed in the bibliographer subject "clusters" (quasi-formal groups of subject-related bibliographers), but no intra-cluster review had been established. For any future cancellations, more interdisciplinary review will be attempted. Future cancellations will be immeasurably assisted by the serials accounting system (INNOVACQ) which should next year include the information needed for an adequate analysis.

The Information Resources budget continued to fund the acquisition of a variety of formats besides printed materials. These included videos, films, sound recordings in CD and other formats, CD-ROMs, and online electronic information. Lower levels of physical acquisitions imply a heavier reliance on off-campus sources, with text or data obtained from other libraries, commercial vendors, and other sources—delivered through a variety of mechanisms: the U.S. mail, commercial delivery services, FAX, and other electronic means. Increasing emphasis on access and decreasing emphasis on ownership, as long anticipated, is becoming a more visible element of collection development.

PRESERVATION

The Preservation Department was organized in 1989–90 with the integration of the Binding and the Book Repair Units. Changes in the method of binding periodicals having very narrow margins resulted in the diversion of 50 percent of total periodical binding to the state contract binder. Consequently, binding turnaround time—that is, the time periodicals spend with the binder—was greatly reduced. Turnaround time for the contract binder is now 30 days, and turnaround time for the University Printing Division was reduced from 10–12 weeks to 4.5 weeks, an improvement that has greatly assisted campus researchers. Internal improvements have similarly reduced the time required to prepare these periodicals for the binders.

Binding by the contract binder is, however, more expensive than local binding. In looking at general needs and budgetary limitations the decision was made to bind fewer monographs. This strategy appears to be successful—at least in the short run—

but the condition of unbound monographs will continue to be monitored. Statistics show a 4 percent increase in periodicals binding and a 13 percent reduction in monographs binding. Technicians working to extend the useful life of our books continue to balance the need for sturdy and lasting book repairs with the limited staff and funding available for these purposes. More sophisticated inventory control has resulted in keeping more funds for materials preservation free for purposes other than pamphlet binders and has reduced storage needs.

The Preservation Program was characterized by activity on many fronts. The General Libraries' first national preservation grant, awarded by the National Endowment for the Humanities, successfully completed a project to microfilm 1,845 brittle Mexican history monographs in the Benson Latin American Collection and to rehouse another 4,031 items formerly bound in highly acidic, lignin-ridden binders. The cataloging records of the preservation microfilm masters and microfilm service copies were added to OCLC's database so that other libraries would learn about the available microfilm copies.

Through regular meetings of project staff with staff of the State Library Microfilming Department excellent working relations were established. Largely from this collaboration, the State Library has become a first-rate preservation microfilming agency that can serve the General Libraries (and other regional libraries) in similar projects and in continuing efforts to preserve the content of important but brittle books. A newly established review procedure involves bibliographers in determining when the content of routinely circulating brittle or otherwise heavily damaged books warrants the expense of various kinds of replacement including reformatting. In June, 1990, another NEH grant proposal for preservation microfilming was prepared, this a two-year project to continue work on Benson Collection embrittled monographs.

In a cooperative effort with the Harry Ransom Humanities Research Center Conservation Department the General Libraries established relations with AKZO Chemicals, Inc., the company licensed to make the diethyl zinc (DEZ) mass deacidification treatment broadly available to libraries throughout the world. The DEZ process is the most thoroughly tested mass deacidification process known to date and the only one with the backing of a major company. After inspection of the Deer Park facility in Houston arrangements were made for a demonstration run of the process on a sample of materials from the HRHRC and the General Libraries. The treatment was completed and analysis of the results will continue into 1990–91.

Other program activities involved hosting a Fulbright scholar from Belize, preparation of preservation education materials and staging of staff preservation training by the Preservation Committee, and continued work on the Five-Year Preservation Plan.

GIFTS

During 1989–90 almost 7,000 donors presented gifts of books, scores, sound recordings, archives, maps, and more, valued at approximately $712,000. Gifts are an abundant source of valuable additions to the collection; this year somewhat fewer volumes were added (18,261), and more volumes were determined to be duplicates or unneeded. Periodic book sales and small gifts to other libraries have reduced the unneeded books in storage to a small number. The introduction of new gift procedures by the University Development Office and difficulties in accessing UTCAT to determine use of specific titles have underscored equipment inadequacy in this unit.

PUBLIC SERVICES

PERRY-CASTAÑEDA LIBRARY

PCL Reference Services Department. Staff were busy making serials cancellations, rewriting reference aids and bibliographies, correcting records in UTCAT for reference materials, repairing reference materials, serving on many committees, and providing high quality reference assistance to thousands of library users. The major innovation for Government Documents was the use of GOVDOCS tapes from OCLC to add cataloging records for federal depository documents to UTCAT, enabling staff to turn their attention to providing better access for United Nations documents on UTCAT. Staff in the Map Collection began adding vertical file maps to UTCAT. Of special note is the Fulbright Grant awarded to reference librarian and bibliographer Cheryl Malone for study in Australia.

Reference and Information Questions

	1985–86	1986–87	1987–88	1988–89	1989–90
Direction and Information	341,665	397,932	365,653	389,770	384,636
General Reference	99,600	102,632	114,613	118,152	109,927
Extended Reference	5,349	5,064	5,464	8,395	11,094
Correspondence	1,180	1,430	2,517	2,857	2,324
Total	447,794	507,058	488,247	519,174	507,981

Inter-Library Service (ILS). A heavier workload sums up the year for ILS. Requests for materials which were filled increased 21 percent, and loans made increased 28 percent. Expedited document sharing programs using telefacsimile document delivery were implemented with four institutions in Texas. As another example of cooperation among General Libraries' units, branch library staff photocopied journal articles for Inter-Library Service staff to retrieve for lending. Improvements during the year included a new OCLC workstation, increased funds from the Wages account to pay for needed extra employees, and new FAX machines. The addition of CRL's bibliographic records to UTCAT resulted in a 20 percent increase in requests for CRL's materials.

Inter-Library Service

Borrowing:

	1985–86	1986–87	1987–88	1988–89	1989–90
Requests Received	10,838	10,908	12,160	12,520	14,862
Materials Borrowed	4,671	5,270	4,615	5,488	5,320
Photocopies Purchased	2,269	2,269	2,335	3,427	5,119
Total	6,940	7,539	6,950	8,915	10,439

Lending:

	1985–86	1986–87	1987–88	1988–89	1989–90
Requests Received	35,994	38,352	41,275	50,456	63,965
Materials Lent	8,040	8,732	9,879	11,310	12,186
Photocopies Sold	4,820	4,803	6,053	8,518	12,656
Total	12,860	13,535	15,932	19,828	24,842

Computer-based Information Services (CIS). In 1989–90 a shift in usage occurred from full-service (mediated) searching to so-called "end-user searching" (U-Search and public workstations using CD-ROMs). Options for searching increased with the addition of two new online services and five new databases in CD-ROM format. Total online users were down 9 percent, and total online searches were down 2 percent, but heavy usage of databases in CD-ROM format (not counted in our statistics) more than made up for this. Software and hardware for CIS searching units were upgraded this year, as were printed guides.

Use of UTCAT increased steadily with an average of 140 users at any given time, 1.3 transactions per second, and 400 dial-in users per day, on average. Use of UTCAT over the Internet continued its growth, with comments from Brazil and Australia being received online. Many new cataloging records were added to UTCAT, especially significant among them being the 143,000 bibliographic records for CRL's materials mentioned above.

Computer-based Information Services

	1985–86	1986–87	1987–88	1988–89	1989–90
Full-service Searches	2,625	2,121	1,859	1,663	1,104
Full-service Search Users	1,197	1,010	1,031	1,011	604
Ready Reference Searches	3,199	4,022	4,225	4,540	4,203
Ready Reference Users	2,100	3,401	3,845	4,070	3,537
U-Search searches	2,320	2,841	1,574	975	1,742
U-Search users	1,250	1,350	674	521	977

Library staff offered a new class on "UTCAT and Campus Information Systems" through the Computation Center's Short Course program, and special sessions for the Experienced Faculty Service and the University Library Committee.

Circulation Services Department. In 1989–90, staff in Circulation Services were extensively involved in planning for the reserve subsystem and new billing and barring systems. Staff in Stack Maintenance did much extra work due to the move of the Asian and Middle East materials, as did other units. CDL's staff coded materials for UTCAT and entered sized storage information for CDL's materials. Workloads increased throughout Circulation with a 7 percent increase in circulation, an 18 percent increase in holds/recalls, a 2 percent increase in checking records at users' requests, a 44 percent increase in conversion to OCR coding, a 23 percent increase in shelving of materials used in-house, a 4 percent increase in circulation in Periodicals and Microforms, and a 7 percent increase in billings. On the other hand, there was an 8 percent decrease in courtesy borrower cards issued and a 25 percent decrease in items on reserve. For the first time, training new staff became a multimedia occasion with the use of an in-house-produced training video for the circulation desk. There was an unfortunate outbreak of mold growth in CDL.

Circulation

	1985–86	1986–87	1987–88	1988–89	1989–90
Charged Circulation	1,669,821	1,736,652	1,819,109	1,895,516	1,929,202
Uncharged Use	2,104,740	2,100,381	2,214,182	1,971,503	2,079,459
Total Circulation	3,774,561	3,837,033	4,034,001	3,867,019	4,008,661

Library and Information Science Collection. The collection development statement was revised, the serials collection was reviewed to effect 37 subscription cancellations (and two new subscriptions), and the collection was enhanced by the addition of 96 items on cataloging and international classification. The reclassification of 5,000 Youth Collection titles in Dewey to the Library of Congress's classification system began. Liaison with the Graduate School of Library and Information Science (GSLIS) continued to be strengthened through a program of bibliographic instruction and tours, the preparation of reference guides and a brochure for the collection, and the mentor program for GSLIS students.

East Asian and South Asian Library Programs. During the year under review, the former Asian Collection, composed of East Asian and South Asian materials in the languages of the regions, was moved from the Main Building and integrated with the Perry-Castañeda Library's holdings in Western languages. In preparation for the move, uncataloged materials consisting of 9,150 volumes in Hindi, Urdu, Sanskrit, Pali, and Prakrit were cataloged and processed for shelving; machine-readable codes were added to the entire collection so that all materials could circulate in their new locations. Many other library units assisted in these and related projects.

Meanwhile, acquisitions and cataloging of Chinese and Japanese materials were kept on a current basis. Gifts and exchanges from Taiwan and the People's Republic of China continued to be vital to the East Asian program, which also received two Japan related grants, one from the Japan Foundation and one from the Japan-U.S. Friendship Commission. South Asian acquisitions continued to be assisted by generous funding from the UT Center for Asian Studies. A few uncataloged South Asian titles were moved to PCL. Their cataloging will be completed in the early part of 1990–91 so that attention can then be directed to uncataloged books in other regional languages of India and Pakistan in the Collections Deposit Library.

Responsibilities for materials from East and South Asia have been divided as follows: Kevin Lin, East Asian Studies Librarian, selects materials on East Asia in those regional languages and provides reference services related to these materials. He is also responsible for the acquisition and cataloging of East Asian materials in Chinese and Japanese. And, he is responsible for cataloging materials in the South Asian regional languages. Merry Burlingham, South Asia Librarian, selects South Asian materials in those regional languages and provides reference services related to them.

Middle Eastern Library Program. Scholars in Middle Eastern studies were particularly anxious to have the library books in their area of study integrated on a subject-by-subject instead of a language-by-language basis, and in a location offering longer hours of availability. For the three collection areas, the move to PCL successfully accomplished these goals. Preparations for the move were similar in scope to those for the Asian Collection, with approximately 11,000 volumes being cataloged during the year. Acquisitions were generously supplemented using funds provided by the Center for Middle Eastern Studies, and by a successful book-buying trip to North Africa (Tunisia, Algeria, and Morocco) by Middle Eastern Studies Librarian, Abazar Sepehri. This trip netted some 1,100 volumes, mostly in Arabic, but some in French, on various topics within the collecting policy of the General Libraries. Persian books are still hard to find and are expensive; a trip to Iran and Arab Gulf countries might profitably be undertaken to keep Middle East collections current, should present limitations to travel be lifted. Mr. Sepehri is now responsible for selection of materials on the Middle East in the languages of the region (except Hebrew) and for providing reference services related to these materials. He is also responsible for acquisitions and cataloging of materials in Arabic, Persian, and Turkish.

Appeals on Assessed Fines and Fees. The 1989–90 Student Library Appeals Committee (SLAC) was one of the most active in recent years. Committee members reviewed appeals from 220 fellow students concerning charges assessed in fourteen General Libraries units. All charges were cancelled in 35 percent of the cases and another 43 percent were granted some reduction in charges. The Faculty/Staff Library Appeals Committee (FLAC) considered 26 appeals from faculty and professional and classified staff, mostly processing fees for late returns. Committee members denied ten appeals, and charges were reduced or cancelled in the other sixteen cases. Both committees—motivated by concerns for the value of library property and staff efforts, and for fairness to library users—were highly productive.

UNDERGRADUATE LIBRARY

The resignation of the head of the Undergraduate Library and the search for a successor were central concerns of 1989–90. Suzanne Chaney became acting head and did an excellent job during a very busy year. A major change was the move of the Film Library to UGL and the integration of its films and videos into the Audio-Visual Library. UGL's staff added indexes in CD-ROM format, revised its collection development policy, learned to use INNOVACQ equipment in PCL, hosted class visits from area schools, provided additional help and new software and guides for the Microcomputer Center (where viruses were a problem this year), held readings in the Ruth Stephan Poetry Series with funds from the College of Liberal Arts and the HRHRC, field tested the new reserve subsystem in UTCAT, conducted several tours, and linked the UGL Microcomputer Center's computers with the English Lab Network.

Turnstile Counts

	1985–86	1986–87	1987–88	1988–89	1989–90
Perry-Castañeda Library	2,294,953	2,038,460	2,239,032	2,144,207	1,860,484
Undergraduate Library	1,429,036	1,304,494	1,494,737	1,512,693	1,434,359

Instruction Program. Political problems with acceptance of the E306 text and syllabus caused much uncertainty and last-minute activity by staff in the instruction program and will lead them to look for other means to reach students in years to come. All statistics showed increases in 1989–90: orientation sessions and participants, bibliographic instruction sessions and participants, and print- and media-based instruction participants. Notable accomplishments in the adaptive computer program for the visually disabled included the development of materials and deployment of equipment.

Library Use Instruction

	1985–86	1986–87	1987–88	1988–89	1989–90
Group Presentations	332	285	303	279	376
Number of Participants	9,081	7,309	6,177	7,934	10,483
Print- and Media-based Instruction (Participants)	7,653	6,077	7,969	6,320	7,390
Total Participants	16,734	13,386	14,149	14,252	17,873
Courses Served	123	118	N/A	N/A	N/A

BRANCH SERVICES

Architecture and Planning Library. During 1989–90, work in the Architecture and Planning Library revolved around two major projects, one planned in advance, one unplanned. More than nine thousand volumes from HRHRC's Weinreb Collection began to be transferred to Architecture and Planning. The unfortunate discovery of mold on shelves and books started a major effort to control the problem and to monitor the building's environment to prevent any recurrence. During these two projects, the entire collection was handled and/or relocated to improve space utilization and to provide space for transfers of both Weinreb and Middle East and Asian books. Acquisitions, inventory, preservation, and user assistance activities continued, as did preparation of the manuscript for a guide to the Architectural Drawings Collection. The Curator of this collection received certification from the Society of American Archivists.

Chemistry Library. Circulation of reserve material increased 32 percent, despite the move of undergraduate reserves to UGL. General circulation increased 16 percent. Self-service searching (U-Search) increased as students became trained through library use or through academic courses. The Chemistry Library took a small but important step in moving from print to electronic format by cancelling the paper copy of the *Beilstein Handbook of Organic Chemistry* and securing access to that information, when requested, via online searching. The A. E. Skinner Chemistry Library Endowment continued to grow.

Classics Library. With the help of a half-time Office Assistant, a position made possible with extra support provided by the Department of Classics, serials records were updated, procedures and files were reviewed and streamlined, and several stack maintenance projects were completed. A volunteer contributed 200 hours to the Dewey monographic reclassification project.

Engineering Library. Requests for information assistance from private businesses in the state continued to grow; non-UT users accounted for 25 percent of recalled materials in 1989–90. This year's movement to electronic formats proceeded with the cancellation of the Department of Energy's microfiche and subsequent use of the available funds to purchase several databases in CD-ROM format. With outside funding, two additional computers and CD-ROM players and a microfilm reader/printer were added.

Fine Arts Library. The Fine Arts Library solidified gains of the previous year. Procedures continued to be reviewed and simplified, volunteers worked on special projects, the Historical Music Recordings Collection received 4,500 gifts, and relationships with the College of Fine Arts were strengthened. The library assumed responsibility for staffing the Audio Visual Control Room and very successfully integrated these new duties into their routines. The successful monthly lunch-time concert series continued, a series of ten exhibits was mounted, and 1,200 volumes from the Middle East and Asian collections were added as were multi-electronic-media materials. Efforts began to fill the Art Librarian position.

Geology Library. Decreased buying power of acquisitions funds, increased reliance on endowment funds, a reduction in the exchange program, and the serials cancellation project all created problems for the premier geology collection in the state. One of the stronger collections in the nation, Geology routinely receives requests for information from the international community. Obviously the collection will no longer be as comprehensive as before. On the positive side, a CD-ROM workstation was secured with outside funding. Other activities included planning for storage in the basement of the Geology Building, working with the Map Librarian for better control of maps in the General Libraries, and establishing guidelines and procedures to catalog approximately 40,000 maps in the Tobin Geology Map Collection.

Life Science Library. New databases in CD-ROM format were acquired and new microcomputing and circulation/reserves equipment was added. U-Search grew beyond expectations. The library served as a test site for the ICS reserves subsystem, as did Chemistry. Serials cancellations were accomplished, but any future reductions will be very difficult. Staff also collected data for future application in collection evaluation and management and participated in formation of a consortium of health science librarians in the Austin area.

Physics-Mathematics-Astronomy Library (PMA). Circulation increased 9 percent and reference assistance 15 percent. Serials cancellations hurt here, as everywhere on campus, especially in physics. Undergraduate reserves will move to UGL beginning in Fall 1990. Although the lack of sufficient work and collection space is a serious problem, room was found for a microcomputer for online searching and a copier. The head librarian of the PMA Library resigned near the end of the fiscal year and a national search for a successor was begun.

SPECIAL COLLECTIONS

Barker Texas History Center. During fiscal 1990, Barker make great strides in several areas. With the gift from Pennzoil, Barker hired an oral historian and upgraded its oral history program. Barker continued its Texas Newspaper Project with a NEH grant. Barker, too, is performing both cataloging and preservation activities on site. Other major activities this past year included the preparation of several exhibits, work on the Pennzoil Oral History project and the Walter Cronkite oral history project, and establishment of the John Henry Faulk Endowment for the Bill of Rights. The Center's staff continue to provide public services to the UT community, to scholars from other parts of the country and the world, and to the general public. New storage space in the Main Building addressed an immediate major need. The Center had new microcomputers installed, continued its volunteer program, accommodated YOU students and interns, and expanded its outreach and education programs.

Benson Latin American Collection. In 1989–90, Benson enjoyed improved acquisitions—in some cases through non-library funding, but mainly through gifts—from several Central and South American countries. Several new archival acquisitions were made adding to strength in this area. Publication of *BiblioNoticias* continued apace. Two grants were received which relate to Mexican American archival collections: one for organizing, cataloging, and preserving the archives; and the other for planning a seminar and exhibit on Mexican American fiction using materials from the archives. Due to steady-state acquisitions budgets and the high inflation in Latin America, it is becoming increasingly difficult for the collection to maintain its former level of acquisitions. Especially critical are the needs for new and current serials.

Wasserman Public Affairs Library (PAL). Much was accomplished at PAL in 1989–90. Reference services offered increased 41 percent and circulation increased nearly 16 percent, largely due to increased access of the materials through UTCAT. In addition, the General Libraries' new "renew anywhere" policy has made PAL, with its convenient location and parking, an attractive place for renewal of materials. Many new records were entered into UTCAT for PAL's holdings from increased production by technical services staff and the new GOVDOCS service from OCLC. Full cataloging operations increased 26 percent, which translated into an additional 160 records per month entered on UTCAT, and staff were able to eliminate a large cataloging backlog. Book and serial acquisitions remained the same as last year. Serials continue to monopolize PAL's financial resources, and restraint in ordering new titles continues to be necessary despite an annual payment of about $10,000 for serial subscriptions from the Wasserman Endowment's funds.

Future projects, ranging from minor to major, include: making current issue information available in UTCAT, moving the automated serial check-in from the present SC-350 serials system to INNOVACQ, extensive claiming to reinstate lapsed free items or to establish the cost of subscription, cataloging some useful but ephemeral newsletters, dealing with many unbound serial issues, finding staff to handle shelving backlogs due to shifting assignments, and selecting U.S. document serials for full online catalog input and their attendant binding and data entry.

TECHNICAL SERVICES AND SYSTEMS

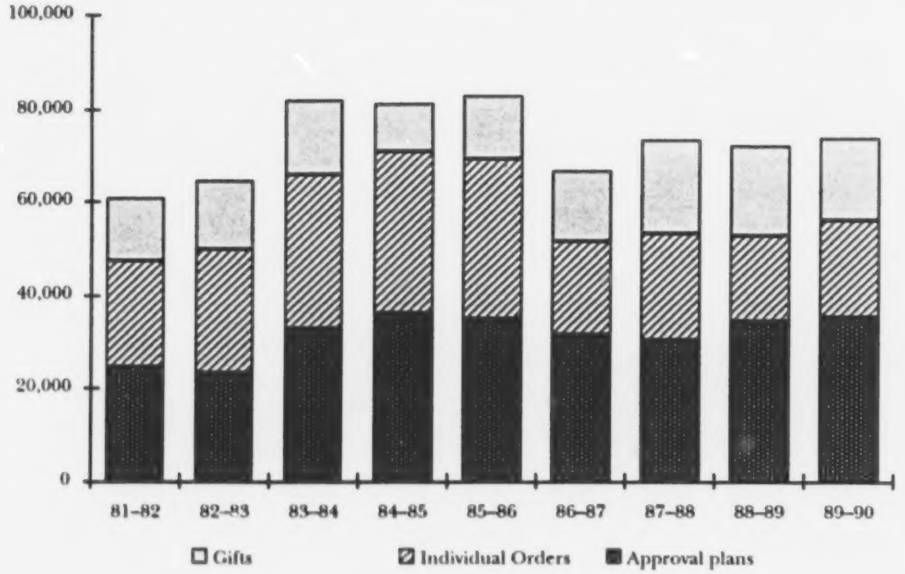
Activities in Technical Services for 1989–90 could best be characterized as highly productive and oriented to special projects. Automated systems were in place in most areas to support daily routines and project activities, but all the credit goes to the dedicated, talented staff members who made possible the significant achievements of this year.

ACQUISITION OF MATERIALS

The total number of monographic titles received during 1989–90 remained almost unchanged from the previous year, increasing slightly from 73,247 titles to 73,732. These figures represent titles received and entered into the processing stream, whatever the fiscal year the order was placed.

During 1989–90, 35,516 titles were received on approval plans, compared with 34,388 titles the previous year, representing an increase of 3 percent. Meanwhile, titles received on individual orders increased 4 percent from 19,526 to 20,387. Gift receipts decreased 8 percent from 19,333 titles in 1988–89 to 17,829 in 1989–90. Serial items received and processed on subscription or standing order remained essentially unchanged, with the serial check-in statistics reflecting a one percent decrease from 109,411 items in 1988–89 to 108,104 in 1989–90.

Monographic Titles Received By the General Libraries



As with last year, most of the automation efforts within the acquisitions area were geared to the continued implementation of the INNOVACQ acquisitions and serials control system, which was initially installed in November 1988. The first full fiscal year of INNOVACQ usage for monographic acquisitions activities was 1989–90. Fully 85 percent of all monographic titles ordered, either individually or on approval plans, were processed through INNOVACQ. Electronic transmission of orders directly to suppliers became available in the Spring of 1990. At year's end, electronic orders were routinely being sent to the library's major vendors.

Serious efforts got under way this year to convert active serial subscriptions and standing order records from manual files to INNOVACQ. A tape-load in October 1989 provided close to 20,000 serial bibliographic records. Limited automated serials check-in began in March 1990 and by the end of the fiscal year, an estimated 1,000 serial titles were routinely checked-in through INNOVACQ. All new serial subscriptions and standing orders placed during the year were also handled through INNOVACQ.

Serials staff provided significant support to the cancellation project under way at year's end. Title lists, pricing information, vendor projections, and any other assistance needed for this difficult task were made available. Cancellation notices were sent as quickly as possible to meet vendor-imposed deadlines. At year's end, conversion activities were under way to insure that INNOVACQ information would be available for future cancellation projects.

CATALOGING

General Libraries cataloging activities increased dramatically during 1989–90. The 142,231 titles cataloged represented a 20 percent increase over the previous year. This gain was made possible by efficient procedures, decentralized record creation, increased use of brief records, and grant-funded projects.

Many special projects for the year deserve mention, including the preparation of brief records for cataloged and uncataloged materials in the Middle East and South Asian collections which allowed UTCAT access and use of the automated circulation system.

Census materials from India, Pakistan, Sri Lanka, and Bangladesh, with gazetteers of India, were cataloged for the first time as an adjunct of this project. A large backlog of unprocessed music materials was cataloged and retrospective conversion done for over 2,000 sound recordings. Records for almost all cataloged media in the General Libraries' collections are now represented in UTCAT. Special analytical treatment was provided for many computer science technical reports.

Grant funded projects continued as a major focus of activity. The second year of retrospective conversion of Benson Latin American Collection materials, with funding provided by the Department of Education's Title II-C program and the National Endowment for the Humanities to a cooperative group of libraries led by Stanford University. During the year, bibliographic records for 41,280 titles were converted to machine-readable format. Bibliographic records were also created as part of the NEH's Texas Newspaper Project grant and the NEH's Mexican history materials preservation grant.

The *HRHRC Cataloging Department's* activities and priorities for the year were dominated by the Department of Education's Title II-C grant to catalog and *preserve* the Robert Lee Wolff collection of Victorian fiction. In that project, 8,430 titles and 21,655 volumes were cataloged and 13,499 volumes were preserved. General departmental productivity increased by 33 percent over the previous year, with a total of 32,204 titles and 58,821 volumes provided either full- or minimal-level (HRCMIN) cataloging. Improvements to the HRCMIN data entry programs necessitated retraining the cataloging staff in the use of the revised system.

The HRHRC Serials Holdings List, with records for approximately 15,000 serial titles, was revised and reissued in a merge-collections format. Departmental staff reported 275 new titles and provided follow-up identification and correction of 425 records in the international *Eighteenth Century Short Title Catalog of North America* (ESTC/NA) project. Conservation treatment for in-process materials was provided for 16,495 items. Several non-cataloging services were initiated or expanded within the department in the areas of automation, collection development, deaccessioning, reference services, and development.

NATIONAL PROGRAMS

The library continued its participation in national programs aimed at enhancing the quality and quantity of bibliographic data available to the library community at large, taking part in three major projects coordinated by the Library of Congress. Marking its tenth year of involvement in the CONSER (Cooperative ONline SERials) and NACO (NAtional Coordinated Cataloging Operations) programs, the library created 987 new serial records and upgraded another 150 existing serial records, also creating or updating 1,634 name authority records, and creating 66 series authority records. Additionally, the library completed its second full year of participation in the NCCP (National Coordinated Cataloging Program) pilot project, which includes a total of eight libraries contributing original cataloging directly into the Library of Congress's database, by providing over 500 bibliographic records.

As an OCLC Enhance participant, with responsibility to update member-contributed bibliographic records for books, scores, and sound recordings in the OCLC database, the library upgraded a total of 7,244 records, representing an 88 percent increase over last year.

BIBLIOGRAPHIC SYSTEMS

UTCAT was strengthened as the major resource for access to UT's library holdings by initiating maintenance of authority records, adding many bibliographic records, introducing location displays for current periodical issues, and adding access by course and instructor to materials on reserve. Moreover, access to the holdings of the Center for Research Libraries (CRL) in Chicago was facilitated by adding copies of its 143,000 bibliographic records to UTCAT and including information for obtaining the represented materials through Inter-Library Service.

UTCAT has grown 9 percent in the past year with a net addition of 196,982 bibliographic records for UT's library holdings, resulting in a current total of 2,486,814 records. At the end of the fiscal year, the UTCAT online catalog consisted of the following bibliographic records:

OCLC records for General Libraries	1,331,146
OCLC records for Humanities Research Center	226,824
RLIN records for Tarlton Law Library	83,689
Brief records	845,155
Total bibliographic records	2,486,814

Over 4 million items were represented by these records.

INFORMATION SYSTEMS PLANNING

Underscoring cross-organizational use of technology, Information Systems Planning provided support for: planning efforts throughout the General Libraries for the implementation of INNOVACQ; the development of the in-process control system; telefacsimile operation in Inter-Library Service; UTCAT's security requirements; the reserve and "renew anywhere" functions of the circulation system; expanded use of national, regional and local telecommunications and networking capabilities; and hardware support for automated systems.

FISCAL AND PERSONNEL SERVICES

The offices of Fiscal and Personnel Services have vital and distinct roles in helping the General Libraries best achieve its goals. Fiscal Services sees that sufficient financial resources are secured, allocated, and disbursed in a timely and professional manner, and Personnel Services insures that quality staff are hired, oriented, and retained. These roles become more complex and demanding with each succeeding year.

FISCAL SERVICES

Significant events during 1989–90 which helped with the increasingly complicated job of fund management in the General Libraries included the hiring of a new Accountant I, the expansion and redesign of the bookkeeping office, the purchase of an additional Macintosh computer, and continued efforts to convert routine financial reports on the IBM PC for use on a Macintosh. The Fiscal Services unit also helped with the structuring of a new document-sharing program available to sister schools using a revolving fund account. Revolving-fund fee management will continue to be a priority of the unit.

Tight budget constraints and increased reliance on supplemental funding sources, such as library fines, gifts, and federal grants, continued into 1989–90. The library's information resources (materials) budget included a 4.5 percent budgetary line increase from the previous year, together with a one-time transfer of $155,000 from the University and the earnings from library fine and lost books revolving-fund accounts. Close wage and salary administration by staff of both Personnel and Fiscal Services were again required to enable the General Libraries to contribute approximately $260,000 in lapsed salary savings to institutional budget reduction efforts while attempting to maintain support for necessary departmental operating functions.

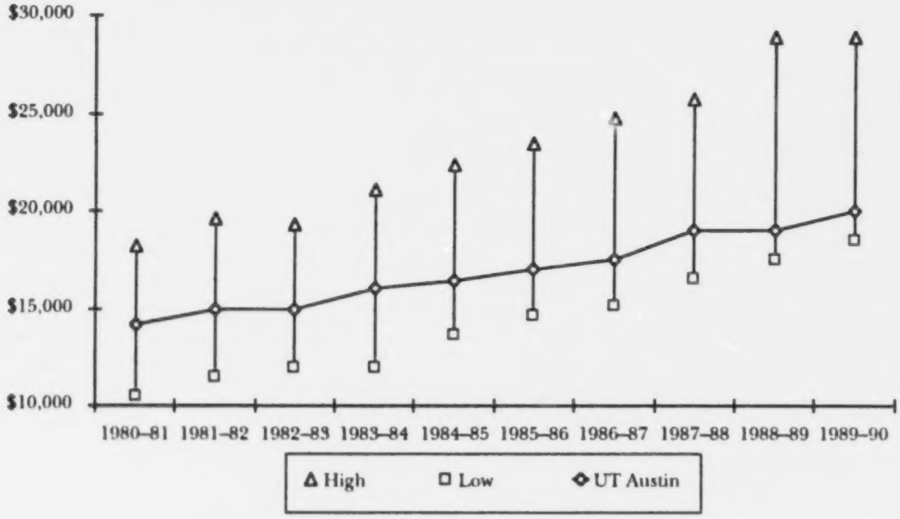
During the summer of 1989–90, the University's Office of Accounting began implementing some new procedures as part of its efforts to revise the entire accounting system. The new system will include a new accounts-payable system and state-mandated revisions in conformity with the Uniform Statewide Accounting System. Efforts made during the past several years to restructure accounts, simplify and improve accountability, and streamline reporting will be put to the test during 1990–91 as the General Libraries converts to this new system.

With the creation of over 45,000 data records in the General Libraries automated accounting system and the payment of over 14,000 invoices in 1989–90, Fiscal Services will be pressed to institute major accounting changes, keep track of increased demands for revolving-fund fee revenue, and manage lapsed-salary funds in 1990–91.

PERSONNEL SERVICES

During 1989–90, successful national and local recruiting efforts attracted eighteen applicants for two professional librarian vacancies.

Beginning Salaries for Librarians in ARL Libraries, FY81–FY90

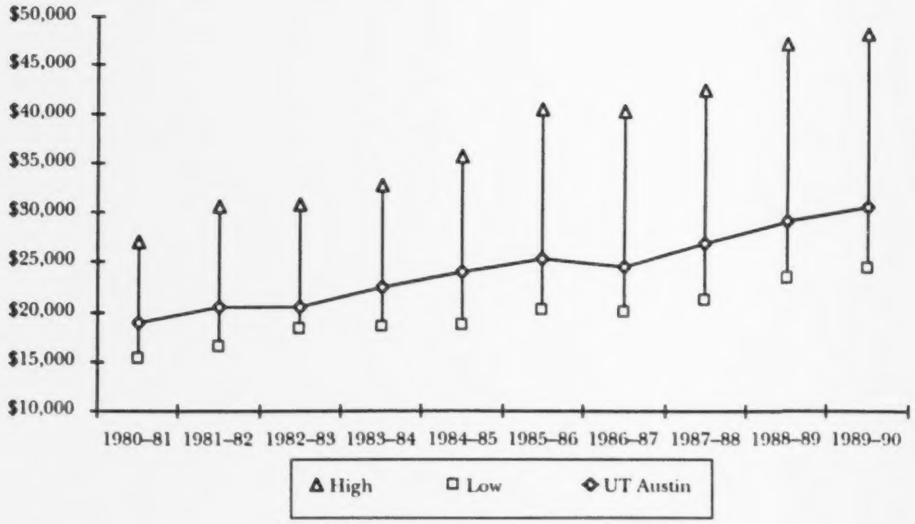


In the classified arena, 242 vacancies were filled, an increase of 89 percent over 1988–89. This involved 3,085 applications being processed and 567 screening interviews being conducted by the staff of Personnel Services. Of the 242 classified vacancies advertised and filled, 140 or 58 percent resulted in the promotion or transfer of current staff members. Also appointed to provide support to library units were 275 part-time hourly employees and 109 Work Study employees. Twelve teenagers in the Youth Opportunities Unlimited (YOU) program obtained real job experience working for the General Libraries.

Compensation reviews resulted in the reclassification of 25 positions to more accurately reflect the duties and responsibilities of the positions. Ten classified positions were also reviewed and approved for upward salary adjustments, and four new positions were created.

The year ended with the assistant for Personnel Services, Linda Vice Shook, leaving after 17 years of library service. Ms. Shook's assistant, Carol Lail, was named acting assistant for Personnel Services and duties of other staff members were temporarily reorganized to manage during the busy fall recruitment period. Ms. Shook's experienced management was much missed, but the staff of Personnel Services rallied and ably adapted.

Median Salaries for Librarians in ARL Libraries, FY81–FY90



STAFF DEVELOPMENT

With the Staff Development Committee and others in the General Libraries, Staff Development: revised the staff-sharing policy (in which 19 employees participated during the year); conducted workshops on interviewing skills; assisted with the retreat on task force reports on advanced research services and services to undergraduates; set up committee mailing lists; provided administrative liaison with the Classified Staff Affairs Committee; conducted professional staff recruitment; provided orientation for new professional staff; and presented seminars for GSLIS students on interviewing. As one measure of development in the General Libraries in 1989–90, 77 staff received released time for classes, 33 of whom took classes in the GSLIS.

Volunteer Program. During the first year of the General Libraries Volunteer Program, nine of the eighteen available positions were filled. Applications were received from 24 individuals, some through general interest, some in response to specific advertisements.

The nine volunteers contributed almost 1,100 hours of work to the General Libraries during the year, performing tasks ranging from inventorying a complete run of the U.S. Serials Set at CDL to assisting with special cataloging projects in the Benson Latin American Collection Serials Unit and the Library and Information Science Collection's Youth Collection.

Some volunteers will continue working on their projects in 1990–91. Library units will look for other ways in which to make effective use of this valuable resource.

FACILITIES AND SUPPORT SERVICES

The Facilities and Support Services Division comprises Facilities Planning and Maintenance, Microcomputer Services, Exhibits and Graphics, and Support Services (Photoduplication, Supplies, Purchasing, and this year, Receiving). The Division is increasingly responsible for complex projects in which skills in space planning, automation, project management, and purchasing are required, and in which teamwork is the essential rule both within the Division and with staff from other areas. Facilities staff are both goal-and process-oriented, concerned with the results to be achieved and the means to achieve them.

FACILITIES PLANNING AND MAINTENANCE

Fiscal Year 1990 was a year of hard, concentrated effort directed at coordinated planning, scheduling, and timing of major projects—involving staff from many departments and units in the General Libraries—relocating the Asian and Middle East collections and the Film Library, and resituating three units within the Perry-Castañeda Library. Excellent cooperation from library staff who formed work groups or teams to examine problems and recommend solutions and from campus agencies including Physical Plant, Utilities, Data Processing, and the Computation Center, insured that these projects proceeded correctly and quickly.

Administrative funding made possible a major project designed in part to relieve the severe shortage of storage throughout the General Libraries—the move of the Asian and Middle East collections from the Main Building to the Perry-Castañeda Library and the installation of a substantial amount of new shelving for storage space in both Main Building stacks and CDL. This complex project included moving a staff of 10, moving and integrating a book collection of 250,000 volumes and a substantial periodicals collection into PCL's stacks, supervising a major stack shift within PCL to accommodate these collections, and working through a myriad of policy and procedural matters affecting almost every division of the General Libraries. An extensive amount of material was moved from the Barker Texas History Center into the Main Building's stack space, formerly occupied by the Asian and Middle East collections.

While these transfers provided temporary relief to severe collection storage and space problems throughout the General Libraries, planning continued for a long-term solution to these problems. A revised storage facility proposal was submitted to the University administration, and staff from Facilities and Physical Plant visited the Harvard Depository to assess its new, sophisticated storage techniques.

Throughout the year, Facilities staff participated in a Film Library Administrative Review Group which recommended integration of the film collection and some services into the Undergraduate Library. Other services, including screening of films to classes on campus, were assumed by Utilities' Communications Department. This plan was successfully implemented and Facilities staff planned the move of the collection, furniture, and equipment in August.

Closing a public refreshments room in PCL during FY88-89 released that space for other use. Facilities staff planned a series of PCL departmental moves expected to provide better working conditions and improved space for staff in several units. Physical Plant's renovation of the refreshments space and other space in summer made the first of these moves possible, and the Perry-Castañeda Library Microcomputer Center moved in August. Two earlier moves involved relocating Gifts storage and improving work space for the Accounting Unit. Also, space in the Administrative Offices was remodeled to provide private offices for two staff members and an enclosed room for office equipment and supplies.

Many smaller projects were also accomplished this year, including installation of a new security system in the Barker Texas History Center and card access systems in the Perry-Castañeda and Chemistry Libraries, improvements in storage space for rare book materials in the Benson Latin American Collection, and cooperation with energy conservation projects in several library facilities. Facilities staff prepared 186 work requests for Physical Plant, handled 1,023 maintenance calls, and served as liaison with both the University Police and Custodial Services.

Graphics. Staff completed 175 new signs for the General Libraries including signage related to the Asian and Middle East collection moves. Graphics were created for an outstanding series of twelve exhibits in the Main Building corridor and in the Perry-Castañeda Library lobby. [See Exhibits, p. 42.]

MICROCOMPUTER SERVICES

Membership in working groups that examine, recommend, and implement computer and networking policies and solutions is an increasingly important area of responsibility for the staff in Facilities. Division staff were members of the Equipment Group, the Text Team, the PCL Hardware/Software Needs Assessment Team, and the Telephone Task Force. Participation in these groups and regular informal discussions with staff of other divisions provided opportunities for the Division's staff both to contribute meaningfully to accomplishing the mission and goals of the library and to hone skills and extend expertise through meeting stimulating challenges.

Enhancements were made throughout the General Libraries as many microcomputers were ordered and installed by staff in the fall. The Equipment Group recommended the purchase of more 3270 terminals and printers, a new control unit for the SNA network, and INNOVACQ software; Facilities staff purchased and installed 43 public and staff terminals to support the new Reserves subsystem and increased usage of UTCAT.

Several networking projects were undertaken this year. The PCL AppleTalk network was expanded and a file server was added. This provided a means of sharing information among network users and made it possible for older equipment to run large applications from the network. As network expansion has taken place and network enhancements were made, organizational dependence upon network capabilities has increased and network management has become a significant Division responsibility.

In-house consulting on hardware and software questions is a continuing activity of increasing importance as the library computing environment becomes more complex. With more extensive use of telecommunications, CD-ROM systems, and networks, it is essential to investigate equipment and software options to insure that compatibility with existing systems is maintained whenever possible, and that the automation needs of the near future are considered. Besides software and hardware consultation and assessment, trouble-shooting and equipment maintenance constitute an important part of this staff's work, a part which is expected to increase as new kinds of equipment are acquired and older equipment requires repairs.

Staff in Microcomputer Services wrote a successful Project QUEST grant (with the Engineering Library) to convert the Patent Assistant software to Macintosh format and add trademark data. Work progressed on a prior Project QUEST grant, UGL's staff completed the UGL Reference Assistant, and Facilities began work on the PCL Reference Assistant project.

PCL Microcomputer Center. The unit was moved to a new location which provides a very pleasant atmosphere for users and has room for growth. More than 17,000 user-hours were logged as patrons continued extensive use of the software collection together with their own software.

SUPPORT SERVICES

Photoduplication Unit. Two Océ copiers were added during the year to the ten already in PCL. The Unit also acquired a Vend-a-Card unit to dispense copy cards and allow users to add credit to existing copy cards after Unit service hours. After an initial learning period, this dispenser received very heavy use.

Photoduplication staff inaugurated a successful new FAX service for both public and staff use, another service which has been heavily used from its start.

Facilities staff continued to work with General Libraries units outside PCL on needs for photocopying services and to serve as liaison (through the Campus Copier Committee) with Xerox Business Services in monitoring its copier service contract with the University.

Purchasing staff played a vital role in working with other Facilities staff on purchasing equipment and supplies, monitoring state contract price and policy changes, and maintaining collections of catalogs and vendor literature to assist in selection and ordering. Purchasing placed 675 purchase requisitions, 9 percent more than the previous year, and ordered 56 percent of these online using the *DEFINE small purchase program.

Supplies staff continued to fill most requests for supplies within two working days, to monitor and reduce stocked supplies as possible, and to work closely with library staff on determining potential obsolescence of certain supplies and the need for other new types of supplies. As manual processes are replaced with automated systems, needs for supplies change markedly and it is important for Supplies to be aware of changes which affect needs for stocked items.

Receiving. The Receiving Room became an administrative part of Facilities and Support Services in June. Initial statistical counts indicate that approximately 1,232,425 items were processed through the Receiving Room in 1989–90, including receiving, sorting and delivering incoming mail, and packaging and labeling outgoing mail. This communications hub handles about 1,200 pieces of U.S. mail and 561 pieces of campus mail daily besides UPS and other special mail services.

PUBLICATIONS AND EXHIBITS

General Libraries publications and exhibits in 1989–90 recognized the needs of a variety of constituencies and focused on shaping programs to meet those needs in an interesting and cost-effective manner. In both arenas the goal was to increase awareness of specific library resources and programs.

A multicultural resources brochure series was initiated with *Library Resources for the Study of African American History & Culture*, a publication in press at the end of 1989–90. Others in the series, which are planned for production in 1990–91, will highlight Mexican American and women's studies resources. Another important publication was the long-planned informational brochure on the General Libraries, completed in 1989–90 to favorable comment.

The *Library Bulletin* was redesigned and produced using PageMaker software at what has turned out to be an average cost saving of 31 percent. A holiday greeting card, a brochure for soliciting funds for the Librarian Excellence Award, and a *Science/Technology Libraries* brochure were also produced. *Faculty Notes*, a new publication to be issued on an irregular basis, made its debut in fall, 1989. Its character and format were suggested by the University Library Committee.

Faculty also were resource persons for some exhibits, but all were sponsored by an energetic staff Exhibits Committee and creatively executed by a series of artists on the Facilities staff. Notable among these were "Once Upon a Time," an exhibit on fairy tales by Goldia Hester with assistance by Professor Robert Mollenauer; and "Text, Book, Image," an exhibit conceived and organized by Professor Joan Holliday. Other exhibits originating in the Perry-Castañeda Library included "Vienna, 1880–1914" by Goldia Hester and Virginia Gaines, "The American Gothic Tale" by Mary Lynn Rice-Lively with assistance from General Libraries director, Harold Billings, "The Moon: Its Place in Our Lives" by Karen Croneis and Maggie Cox, and "Westerns in our National Myth" by John Henley and John Tongate. Also in PCL, Ron Seeliger was responsible for the "Annual Faculty-Staff Book Exhibit", and one travelling exhibit, "The Rounce and Coffin Club Western Books," was shown.

Exhibits in the Main Building included "The 75th Anniversary of World War I" by Ernestine Potter and Bob Taylor, "Cats" by Judy Weidow, "Sources of Financial Information" by Jean Herold, "Let Justice Roll Down Like Waters" by Billy Hunter, "Baseball" by Jim Wiefermann, and "Patents" by Susan Ardis.

Budgets for the General Libraries, FY88–FY90

	1987–88 Budget (Adjusted)	1988–89 Budget (Adjusted)	1989–90 Budget (Adjusted)
Administrative and Professional Salaries	$2,740,291	$3,139,669	$3,331,967
Classified Personnel	3,880,627	4,152,181	4,356,615
Wages	457,985	454,558	501,304
Maintenance and Operation	442,710	442,710	450,731
Equipment	37,350	37,350	39,000
Travel	37,104	37,104	37,104
Computer Rental and Purchased Services	364,422	364,422	424,422
Information Resources	3,192,495	3,442,495	3,597,407
Binding	170,700	170,700	178,382
Total Appropriation	$11,323,684	$12,241,189	$12,916,932

Only budgeted Educational and General Funds are reflected. Does not include internal reallocations or funds budgeted to Information Resources from local revenues. The actual working budget line for Information Resources was $3,558,872 in 1987–88, $3,972,495 in 1988–89, and $4,237,407 in 1989–90.

Library Statistics, The University of Texas at Austin

Collections	
Volumes held August 31, 1990 (excludes microforms)	6,265,236
Volumes added in year—Gross (excludes microforms)	202,338
Volumes withdrawn in year (excludes microforms)	3,238
Volumes added in year—Net (excludes microforms)	199,100
Number of current serials received (including periodicals)	50,506
Total microform units held August 31, 1990	4,413,304
Personnel	
Number of professional staff, FTE	141
Number of nonprofessional staff, FTE	383
Number of student assistants, FTE	84
Total Staff, FTE	608
Expenditures	
Monographs and other library materials	$ 2,389,399
Current serials expenditures, including periodicals	3,246,366
Binding	205,346
Total library materials and binding	5,841,111
Total salaries and wages, including student assistants' wages	11,181,398
Other operating expenditures (omits fringe benefits)	2,169,097
Total library expenditures	$19,191,606
Interlibrary Loan	
Total items loaned	25,583
Total items borrowed	12,979

These statistics, reported to the Association of Research Libraries, include the General Libraries, the Harry Ransom Humanities Research Center, and the Tarlton Law Library.

COLOPHON

The General Libraries *1989-90 Annual Report* cover was conceptualized, designed, and produced by staff art director James Retherford, utilizing Macintosh SE30 and IIfx microcomputers and Aldus FreeHand™ design/illustration software. The inset illustrations were scanned from secondary sources using a Microtek MSF-300Z scanner and skewed with the aid of Adobe Photoshop™ image-processing software. Computer-rendered images were processed directly to film via a Mergenthaler Linotronic 540 imagesetter.

The cover was printed in custom-blended matte black and high-intensity orange inks with matte and spot gloss varnishes on Kromekote cover stock. The University of Texas Printing Division reproduced the cover in four passes on the 30-inch Harris single-color press.

Credits

Front cover, clockwise from upper right: anonymous Flemish-style illustration of writer Jean Mielot working in a medieval library, from a 1456 illuminated manuscript of Mielot's *Miracles de Notre-Dame;* drawing by Alice Barber Stephens for an 1899 American edition of George Eliot's *Middlemarch;* a tinted drawing from a 13th Century manuscript, *Prognostica Socratis,* attributed to the St. Albans school under Matthew Paris; "The Philosopher," an 1642 etching by Ferdinand Bol (1616–1680), pupil and close follower of Rembrandt van Rijn.

Back cover, clockwise from upper right: frontispiece engraving for Cecco d'Ascoli's book, *Acerba,* published in Venice in 1501; late 17th Century copper engraving by David Loggan (1635–1692) of the Oxford University Bodleian Library; frontispiece engraving for 1512 Venetian edition of Franchino Gaffurio's *Practica Musicae;* "European Sibyl," one of a series of late 15th Century engravings by Florentine master Baccio Baldini.

SPEC

SYSTEMS AND PROCEDURES EXCHANGE CENTER

CAMPAIGNS AND FUNDRAISING PROJECTS

ASSOCIATION OF RESEARCH LIBRARIES OFFICE OF MANAGEMENT SERVICES

Rutgers University Libraries

Department of Development and Public Relations

One Year Plan 1992/1993

Draft

prepared by:
Nancy A. Wiencek
03/26/92

Priorities:

(1) Top
(2) Priority
(3) Low

Capital Campaigns

Project	Activities	Date	Staff
(1) Alexander	Announce a chair and committee for the campaign	12/92	NW
	Continue to identify and solicit major gifts	on-going	NW
	Identify a parents segment to the campaign	09/92	NW
	Introduce a broader based solicitation plan	12/92	NW
	Develop printed materials for the broad-based campaign	12/92	NW
	Continue to solicit foundations, corporations	on-going	NW
	Continue to focus on RAA class gifts	05/93	JL
(2) Art History	Plan and hold dedication	10/92	NW
	Continue to solicit individuals, corporations, foundations	12/92	NW
(2) Cook	Continue to identify and solicit major gifts	on-going	NW
	Develop a broader based solicitation plan	10/92	NW
	Develop printed materials for the broad-based campaign	10/92	NW

Priorities:

(1) Top
(2) Priority
(3) Low

Capital Campaign (continued)

Project	Activities	Date	Staff
(2) Dana	Plan and hold groundbreaking	10/92	NW
	Announce a chair and committee (both major gifts and corporate)	10/92	NW
	Announce Campaign	10/92	NW
	Solicit individuals, foundations, corporations	on-going	NW
	Develop printed materials/proposals	10/92	NW

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[illegible] [illegible]

ground-breaking

Priorities:

(1) Top
(2) Priority
(3) Low

Major Gifts

Project	Activities	Date	Staff
(1) Donor Identification	Continue to review files, request current bios on Alumni, friends and parents	on-going	NW
	Continue to keep and refine in-house data base	on-going	NW/JL/KK
	Connect Foundation EARS system	10/92	JL/NW
(1) Cultivation	Continue to invite to Friends events, small luncheons. Keep on mailing lists for *RUL Report*, etc.	on-going	NW/JL/KK
(1) Solicitation	As appropriate in coordination with Foundation	on-going	NW
(2) Acknowledgment /Recognition	Continue to refine library acknowledgment procedures and recognition	on-going	NW/JL

Priorities:

(1) Top
(2) Priority
(3) Low

Grants

Project	Activities	Date	Staff
(1) Identification	Continue to seek private sources of funding to support capital campaigns	on-going	NW
	Continue to seek private sources of funding to supplement state and federal funding	on-going	NW
(1) Consultation and support	Announce funding sources in *The Agenda*	on-going	NW/JL/KK
	Meet with library faculty for consultation	on-going	NW
	Provide desk-top publishing services for proposals	on-going	KK
	Provide grant proposals writing workshop	12/93	NW
(3) Cultivation	Develop contacts with foundations/corporations	on-going	NW

Priorities:

(1) Top
(2) Priority
(3) Low

Parents Fund

Project	Activities	Date	Staff
(2) Phonothon/ Recruitment	Participate in Parent Recruit-a-thon	10/92	JL/NW
	Recruit Library staff via *Agenda*/Cabinet	10/92	JL/KK
	Recruit on-campus student groups	10/92	JL
	Investigate recruitment via class projects	10/92	JL/NW
(1) Phonothon	Attend and assist RU Foundation with event	10/92 & 02/93	JL/NW
	Prepare Library handouts (bookmarks, etc.), novelties	10/92	JL
	Restructure "Parent Only" event for fall	08/92	JL/NW
(1) Parents Committee	Re-structure Parents Committee	08/92	JL/NW
	Recruit new members	09/92	JL/NW
	Initiate Major Gifts sub-committee	09/92	NW/JL
(2) Publicity/Support	Submit articles to Parents Newsletter	08/92 & 12/92	JL
(2) Cultivation	Continue to develop relationship with Douglass Parents	on-going	JL
	Continue to add $100+ parents to *RUL Report* mailing list	on-going	JL/KK
	Invite all $100+ donors to one event on campus	06/93	JL/NW
	Invite major gift parents to special library event	12/92	NW/JL
(3) Acknowledgments	Holiday card to serve as thank you to all donors	12/92	JL/NW

Priorities:

(1) Top
(2) Priority
(3) Low

Annual Giving

Project	Activities	Date	Staff
(1) Class Gifts	Prepare info Reunion Class Gift Book	08/92	JL
	Write letters to class agents	09/92	JL
	Add class agents to *RUL Report* mailing list	10/92	JL/KK
(1) Phonothons	Participate in phonothons in Newark, New Brunswick and Camden	Fall & Spring	JL/NW
	Restructure recruitment procedures	10/92	JL/NW
	Recruit library volunteers via *Agenda*/Cabinet	10/92	JL
	Expand spring phonothons to call alumni non-donors in spring	02/93	JL
(3) Publicity/ Support	Investigate Alumni Newsletters/Club News and submit articles	on-going	JL
(2) Cultivation	Continue to add $100+ donors to *RUL Report* mailing list	on-going	JL/KK
	Invite all $100+ donors to one event on campus	06/93	JL
	Continue to identify potential major donors	on-going	NW/JL
(3) Acknowledgments	Holiday card to serve as thank you to all donors	12/92	JL

Priorities:

(1) Top
(2) Priority
(3) Low

Friends Of RUL

Project	Activities	Date	Staff
(2) Advisory Committee	Conduct 2 full committee meetings	11/92 & 05/93	NW
	Conduct 2 sub-committee meetings	10/92 & 04/93	NW
(1) Events	Produce calendar of events	09/93	JL/NW
	Coordinate 2 fall events	12/92	JL/NW
	Coordinate 2 spring events	05/93	JL/NW
	Coordinate trip — fall	05/93	JL/NW
	Coordinate spring reunion reception	05/93	JL
	Co-sponsor additional library events on all 3 campuses as desired	05/93	JL/NW
(2) Desk-Top Publishing	Produce invitations, programs, etc.	on-going	KK
(2) Renewals	Renew current members -- fall and spring	07/92 & 12/92	JL/NW
(1) Recruitment	Develop lists and mailers	08/92	JL/NW
	Develop Holiday Gift membership	11/92	JL/NW
	Continue ads in *Rutgers Magazine*	on-going	JL
(3) List Management	Continue to maintain database	on-going	KK

Priorities:

(1) Top
(2) Priority
(3) Low

Communication Efforts - Libraries

Project	Activities	Date	Staff
(1) *RUL Report*	Edit and coordinate two issues	10/92 & 03/93	JL/NW/KK
	Use as a cultivation piece to donors	10/92 & 03/93	JL/NW
	Layout two issues on desktop publishing	10/92 & 03/93	KK
(2) *The Agenda*	Edit and produce bi-weekly	on-going	JL/KK
	Produce one "People" issue	08/92	JL/KK
	Layout and input on desktop publishing	on-going	KK
	Continue to encourage information sharing	on-going	JL
(2) Publications	Coordinate Library-wide effort	on-going	JL
	Continue to incorporate RUL identification package	on-going	JL
	Produce RUL general brochure	09/92	JL/NW
	Investigate RUL notecards	06/91	JL
	Layout and input on desktop publishing	as needed	KK
(3) *Journal of RUL*	Upkeep subscription and exchange lists	on-going	NW/KK
	Continue to produce cost-effectively	on-going	NW
	Produce two theme issues	12/92 & 06/93	NW
(2) Surveys	Continue to coordinate library surveys	on-going	JL

Priorities:

(1) Top
(2) Priority
(3) Low

Communication Efforts - External

Project	Activities	Date	Staff
(2) University/ Alumni/Foundation Publications	Continue to investigate deadlines/formats/contacts	on-going	JL/NW
	Create mailing lists	on-going	JL/KK
	Submit articles	on-going	JL/NW
(3) Media Relations	Maintain library-related media list/contacts	on-going	JL/KK
	Continue to develop relationship with RU news service	on-going	NW/JL
(2) Press Releases	Regularly submit articles on news events, activities, etc., to appropriate medium	on-going	NW/JL
(2) NJ Legislatures	Write to new NJ legislatures with borrowing cards	06/93 93	JL
	Welcome back re-elected NJ legislatures	06/93	JL
(3) Homecoming	Coordinate booth at Homecoming	10/92	JL
(3) Reunion	Coordinate booth at Reunion	05/93	JL
	Coordinate reception with Friends	05/93	JL
(3) Freshman Orientation	Coordinate booth for Orientation	09/92	JL
(3) Other Student/ Alumni/Staff University-wide Events/Programs	Coordinate appropriate activities	as needed	JL/NW
(2) NJLA	Participate in programs for NJLA	04/93	JL/NW
(1) ALA	Present poster session at ALA	06/93	JL/NW

Priorities:

(1) Top
(2) Priority
(3) Low

Professional Goals

Project	Activities	Date	Staff
(3) Articles/Papers	Draft articles and papers for presentation	06/93	NW
(1) NSFRE	Maintain membership	06/93	NW
	Continue as Editor of *NJ-NSFRE Newsletter*	12/92	NW
	Prepare for CFRE exam	06/93	NW
(1) CASE	Attend one each CASE conference	06/93	NW/JL
	Maintain CASE memberships	06/93	NW/JL
(2) ALA	Pursue membership in fundraisers roundtables	06/93	NW
	Submit poster-session	06/93	JL/NW
	Attend national conference	06/93	JL/NW
(3) Friends of USA	Maintain membership	06/93	JL
(1) Workshops	Attend internal workshops on dBase management and desk-top publishing	06/93	KK
(1) Awards	Continue to submit library materials for awards (NJLA, ALA, CASE, etc.)	06/93	JL/NW

Mugar Memorial Library
Boston University
771 Commonwealth Avenue
Boston, Massachusetts 02215

93

GIFT OPPORTUNITIES

Boston University Libraries

The Campaign for Boston University

An Academic Library

Collections

Buildings

People

In order to continue providing excellent service to the people who use its libraries — its students and faculty — Boston University is seeking support for the development, enhancement, and expansion of its library collections and its library buildings.

94

Library Collections

NEW PURCHASES

In 1965/66, the University's expenditures for books and other resources totaled $217,000. Expenditures for acquisitions in 1985/86 will total over $2,400,000.

Since 1966, the price of the average hardcover book has risen from $8 to $31, and the average journal subscription from $7.50 to $60. As the University develops new programs of strength, it is essential that new library resources be available to support them. Thus, the University is seeking an endowment for new acquisitions.

Funding can be linked to the discipline of a donor's choice: for example, it costs $140,000 to cover the cost of journal subscriptions in the field of chemistry for one year, and $27,500 to acquire one year's output of American books in the field of management.

PRESERVATION OF COLLECTIONS

As important as the purchase of new resources is the preservation of the University's collections. This is especially so in the humanities and the social sciences, where scholars and students require the full historical range of published works.

In addition to the deterioration that results from repeated use (at Mugar, 500,000 books are lent out annually, and 600,000 more are used in the library), books wear out because of their chemical composition. Paper is high in acid content and decomposes unless it is treated. This disintegration has now affected books published before 1960 and is gradually creeping into newer books.

This year, the University will spend $140,000 for the binding and repair of its collections. Additional income over the next five years would enable library staff to move more quickly to preserve collections for use by future generations of faculty and students. Thus, the University is also seeking an endowment for the preservation of collections.

LIBRARY BUILDINGS

Since 1966, the University's library collections have grown from 377,000 to 1,500,000 volumes, and from 20,000 to 2,000,000 microforms. Most of these—1,000,000 books and 1,500,000 microforms—are in the Mugar building.

The growth of the collections has required the installation of new bookstacks. A single year's acquisitions require forty-three hundred square feet, floorspace which can seat one hundred and seventy-two readers, at the modest allocation of twenty-five square feet per reader.

The library has not reduced numbers of reader seats as a result of collection growth. To do so would be a disservice to the ten thousand students who use Mugar daily during the academic year. What has been done is to add bookshelves in reader spaces, with resulting compression of seats, which makes for overcrowding and discomfort but does accommodate the students.

The University has taken important steps to improve the space situation: renovation and expansion of its microform area, construction of a new floor for current journals and for reader space, renovation of a building for much of the science and engineering collections, and the development of a storage stack.

Significant expansion within the Mugar building is possible by decking the library's terraces. This would provide an additional four hundred study seats and would permit the relocation of two hundred and fifty seats from overcrowded areas, at a cost of $4,000,000. Thus the University is seeking funding which will provide, in the most economical way possible, the space needed for both the growth of collections and the expansion of study areas.

LIBRARY SERVICES

One of the most important services which a library staff extends to its users is access to the library collections. In addition to the face-to-face reference assistance provided on a continuing basis, access is through the catalog.

As a library's collection grows, so does its catalog. Placed back to back, the cards in Mugar Memorial Library would reach from the library, near the Boston University Bridge, to the new Boston University Bookstore in Kenmore Square.

Recent developments in computer technology now make it possible to replace card catalogs with automated catalogs. Unlike traditional card catalogs, which are fixed in place, with automated catalogs access is not confined to the library; terminals can be placed in student dormitories and faculty offices, enabling people to review a broad topic or look for an individual book.

At Boston University, library staff are at work converting from card to computerized catalogs. The time saved for a scholar doing research and the immediate display to a student of the riches of library holdings are examples of the enormous benefits to the academic community.

As the use of automated catalogs becomes more widespread at other institutions, prospective students and faculty are beginning to consider the presence of a computerized library as an important factor in their selection of a school at which to learn or work. Thus automation of the catalog plays a prominent part in the recruitment process.

In order to assure that its technological advances are maintained, the University is seeking endowment funds to provide the best possible library services and library catalogs.

For further information, please contact: John Laucus, University Librarian, Mugar Memorial Library, Boston University, 771 Commonwealth Avenue, Boston, Massachusetts 02215, or telephone (617) 353-3710.

THE LIBRARY
UNIVERSITY OF CALIFORNIA AT BERKELEY

ENRICHING LIBRARY COLLECTIONS

at the University of California at Berkeley

THE UNIVERSITY OF CALIFORNIA AT BERKELEY is one of the world's great research institutions, a public university unparalleled in the combined breadth and quality of its scholarly programs. Such programs require library collections of comparable scope and quality, and so at Berkeley over more than a century, a library of international distinction has been developed.

Great libraries are in a very real sense living things: alive with the gathered vitality and significance of the human record they perpetuate, and alive, too, in their growth and change — and in their need for cultivation and care. To build great collections requires the dedicated work of skilled professionals and scholars, whose success depends in turn on substantial and reliable financial support.

Though Cal is a public, state-assisted university, private support has played a crucial role in developing the Library and its collections. The first library building on campus was built with a gift from philanthropist Henry Douglas Bacon in 1881. The Bacon Art and Library Building was the University's main library until 1911, when a donation from Charles Franklin Doe was used to construct the present Doe Memorial Library.

ENDOWED BOOK FUNDS

Throughout its early history and today as well, individual benefactors have enriched the Library's collections by contributing their own libraries. However, the principal means by which today's donors contribute to library collections is the endowed book fund. The income from such secured investment supports the continued purchase and conservation, over time, of materials required for Berkeley's research and teaching programs.

University of California, Berkeley

The Library has flourished for over a century because of well invested endowments such as the Reese, Carpentier, and Hearst funds. Year after year, these endowments permit the Library to acquire the rare and scholarly publications that enrich a research collection—opportunities that State funds alone cannot afford. Income from endowments is also used to preserve rare and deteriorated materials in the collections, a need often as urgent as the purchase of new titles.

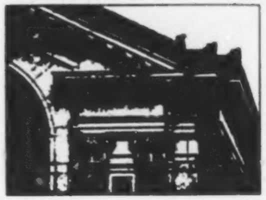
In recent years it has become clear that still greater philanthropic support will be required to ensure the future of first-rank research collections in all fields of scholarship at Berkeley.

ESTABLISHING A FUND

A contribution of $20,000 or more is necessary to establish a named book endowment. Such gifts can be pledged and paid over a four-year period, or in a single sum, as the donor prefers. Additions may be made, should the donor ever wish to expand an established fund. Donors wishing to contribute less than $20,000 toward the acquisition of books may certainly do so. These funds will support the Librarian's Book Endowment, the income from which will be used at the Library's discretion.

Whatever the gift amount, these funds will help ensure that the Library can sustain its current rate of acquisitions, so crucial to the life of a healthy research library.

Donors may support the Library's collections without restriction, allowing librarians and scholars to determine the most pressing needs at any time and to maintain the balance of subjects within the collections. Such gifts are among the most useful we receive.



For those donors who wish to direct the income from a named endowment to acquisitions in a specific field, there follows a list of subjects in which endowment is needed. You may create a general fund with your endowment gift, or you may create an endowment the income from which will be used in any of the following areas:

THE ARTS
  Architecture, Art and Art History, Dance, Music, Photography, Prints, Sound Recordings, Theatre

THE HUMANITIES
  Americana, Anthropology, Archeology, Area Studies (such as Asian, French, Slavic, or Jewish Studies), Folklore, History, History of Libraries, Books and Printing, Language and Literature, Local History and Genealogy, Philosophy

SCIENCE AND TECHNOLOGY
  Applied Technologies, Agriculture, Astronomy, Chemistry, Computer Science, Engineering, Geology, Mathematics, Physics, Statistics

THE SOCIAL SCIENCES
  Economics, Geography, Maps and Atlases, Political Science, Sociology

Endowments may also be designated for the acquisition of nonbook items.

RECOGNITION

A handsome printed bookplate acknowledging the donor will be placed in all books purchased with endowments of $20,000 and above. A personalized bookplate can be a wonderful opportunity for donors to honor or memorialize family members or friends, or for a Class to make a gift.

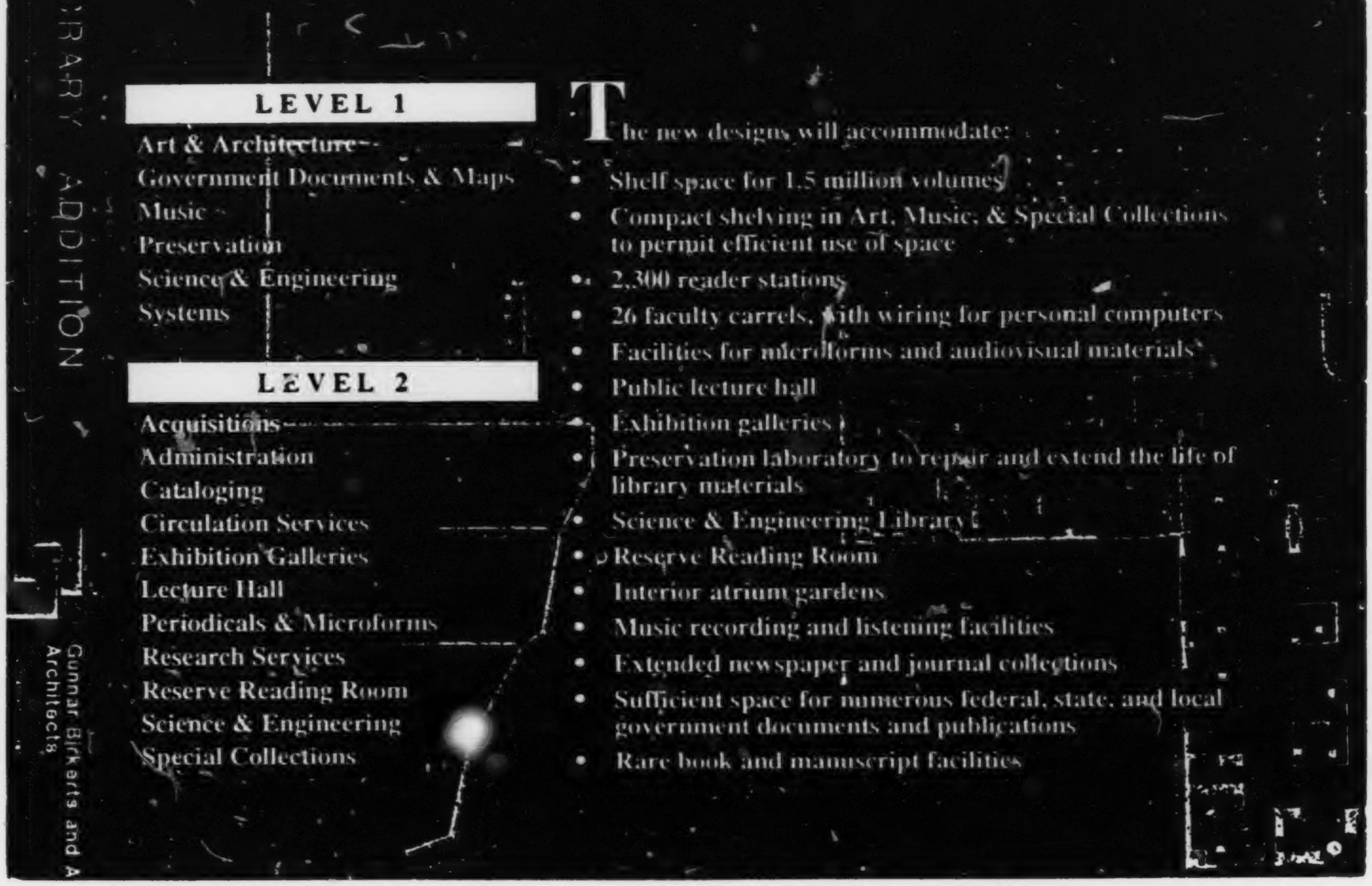
Donors of $100,000 or more may request a list of books purchased with income from their funds.

The opportunities for a vital and enduring commitment are boundless, and we are always delighted to discuss them with Cal's alumni and friends. Endowments may be created by means of outright gifts, bequests, or life income plans such as gift annuities or trusts.

For more information about establishing an endowed book fund, please telephone or write:

Library Development Office
245 Doe Memorial Library
University of California at Berkeley
Berkeley, California 94720
Telephone: 415 642-9377

A Blueprint for the Future...



LEVEL 1

- Art & Architecture
- Government Documents & Maps
- Music
- Preservation
- Science & Engineering
- Systems

LEVEL 2

- Acquisitions
- Administration
- Cataloging
- Circulation Services
- Exhibition Galleries
- Lecture Hall
- Periodicals & Microforms
- Research Services
- Reserve Reading Room
- Science & Engineering
- Special Collections

The new designs will accommodate:

- Shelf space for 1.5 million volumes
- Compact shelving in Art, Music, & Special Collections to permit efficient use of space
- 2,300 reader stations
- 26 faculty carrels, with wiring for personal computers
- Facilities for microforms and audiovisual materials
- Public lecture hall
- Exhibition galleries
- Preservation laboratory to repair and extend the life of library materials
- Science & Engineering Library
- Reserve Reading Room
- Interior atrium gardens
- Music recording and listening facilities
- Extended newspaper and journal collections
- Sufficient space for numerous federal, state, and local government documents and publications
- Rare book and manuscript facilities

BEST COPY AVAILABLE

Central University Library has been the architectural and intellectual focus of UCSD since its construction in 1970. The humanities and social sciences library, Central is the centerpiece of the UCSD Library system and offers a wealth of intellectual and information resources to the campus and to the San Diego community. The $36.5 million expansion and renovation of Central will provide an additional 137,000 square feet for collections and user services – more than doubling the size of the existing structure.

In the past thirty years, the UCSD Library has increased its collections fifty-fold; but library space has not increased commensurately. So our phenomenal collection growth has been at the expense of adequate space for readers and services. New academic programs and increasing student enrollment, in addition to growing collections, continue to exert pressure for more space. When the current building project is completed in the spring of 1993, Central University Library will contain 2,300 reader stations, plus the capacity to house 1.5 million volumes.

The passage of Proposition 98 in 1988 authorized funding for the planning and construction of the Addition, plus a portion of the funds required to renovate and refurbish the existing structure to accommodate the many specialized needs of a modern research library. But state funding falls $1.5 million short of the need for basic furnishings and desirable improvements. So we are asking you to help us build San Diego's premier library.

Your gift to the Library Building Program will help purchase basic equipment and furnishings such as reader tables and chairs, microform stations, and online catalog terminals. Or it will help provide specialized renovation needs such as compact shelving, seismic bracing of bookstacks, solar-control glass for tower windows, a dust-control filter system, a music recording sound studio, and a preservation and binding unit. We invite you to direct your gift toward your own special interest, or to the general fund.

UCSD will be pleased to recognize donors of $10,000 or more by naming an area of University Library for the donor. Donors of $1000 or more will be recognized with a plaque on the Library's Donor Wall. An opportunity for naming Central University Library also exists.

Approximate costs of furnishings:

Reading table	$1000.
Reading chair	300.
Carrel	1200.
Listening carrel	1700.
Computer consultation stations	650.
Map cases	600.
Microform reading station	1500.
CD-ROM workstation	3100.
Carpet	$18/square yard
Conference table	3000.
Conference chair	500.
File cabinet	300.
Exhibition case	2000.
Index table	800.
Slide storage cabinet	210.
Slide-viewing light table	750.
Display case for documents	1000.
Display rack for new books	500.

Reference Desk	$4000.
Atlas case	943.
Dictionary stand	560.
Booktruck	800.

To discuss gift opportunities, please contact:

Lynda Corey Claassen
UCSD Library
La Jolla, CA 92093-0175
(619) 534-2533

or

Emily Raskin
UCSD Development Office
La Jolla, CA 92093-0069
(619) 534-2931

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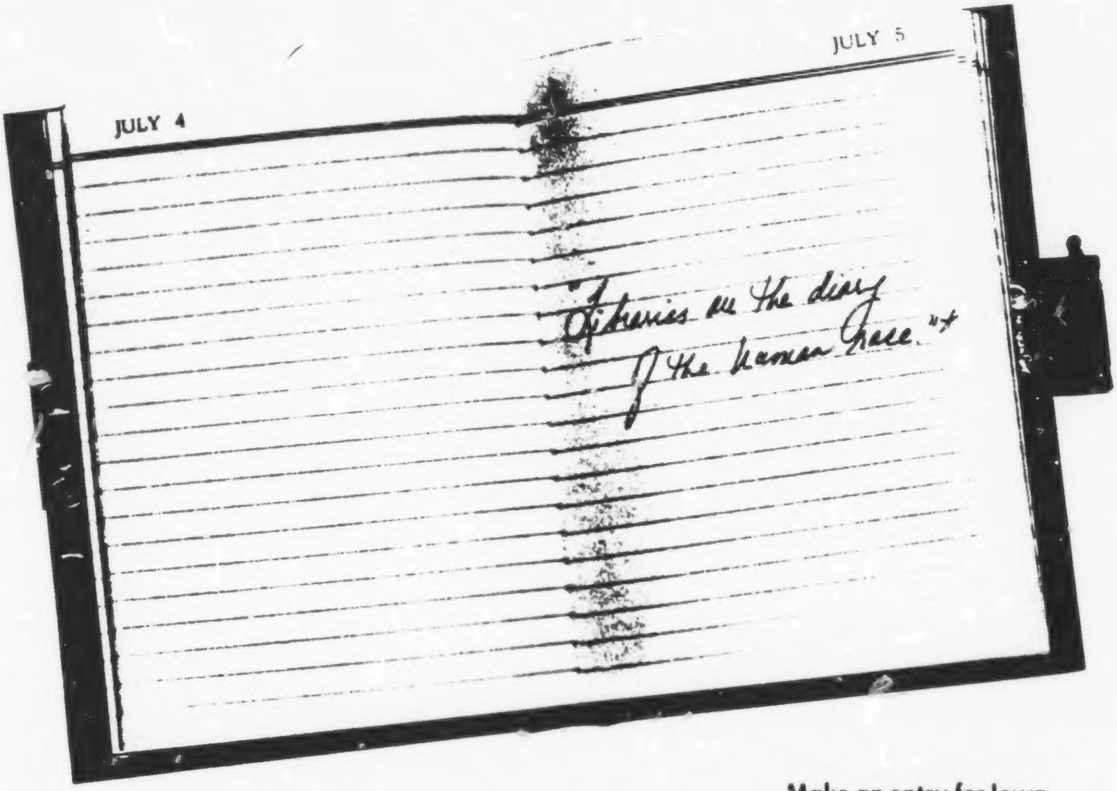
JULY 4
JULY 5
"Libraries are the diary
of the human race."*

Make an entry for Iowa.

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*Vartan Gregorian, President, Brown University, and former President, The New York Public Libraries, at a meeting of the Friends of the UI Libraries, 1988

For more than 130 years the University Libraries has served as an intellectual center for thousands of people members of the University community and Iowa citizens alike. Our collections directly support instruction, research and creative efforts in every area of the University, and provide information services to the rest of the state and the nation at large.

In today's "information age," when knowledge is our most important national resource, the University Libraries must enhance its service to UI students and faculty. Collection building, preservation of our current collections, provision of the latest technological information resources, improved access and especially growth in library services are all pressing needs at the Libraries if we are to continue to be the bedrock for burgeoning activity at the UI.

State revenues alone cannot possibly cover all these urgent requirements—urgent because in the current information explosion, to stay in one place is to fall far behind. This catalog will introduce you to the range of areas within the UI Libraries that could benefit from your generosity. A great many alumni and friends of the UI throughout the nation will receive this catalog, so each gift—of any size—can make a big difference when combined with others.

Your gift of only $25, enough to buy a new book in the humanities, will entitle you to membership in the Friends of the University of Iowa Libraries. Please join us.

Sheila D. Creth
University Librarian

Consider, for a moment, what an excellent library means to the freshman writing a first rhetoric essay; to the senior writing a history thesis; to the graduate student in a rapidly-expanding field like biomedical engineering; to the professor of physics delving into a new question posed by our growing understanding of the universe.

Clearly, no other single department on campus is as important to learning, research and creativity as the University Libraries. The sheer diversity of its collections and services is a remarkable resource to the campus, the state and the nation. Without an outstanding library system we cannot hope to be an outstanding university.

Please explore this catalog for ways to support the University Libraries. I am certain that no matter what your area of interest, you will find a subject or service that appeals to you. Giving can be immensely satisfying. Thank you in advance for your generosity.

Hunter R. Rawlings III
President
The University of Iowa

A great many alumni and friends of the UI throughout the nation will receive this catalog, so your gift—of any size—can make a big difference when combined with others.

BEST COPY AVAILABLE

COLLECTIONS

NEEDED:

More than 2,000 feature film videotapes have been requested for research in the departments of American Studies, History, Asian Literature, English, Film Studies, Spanish and Portuguese

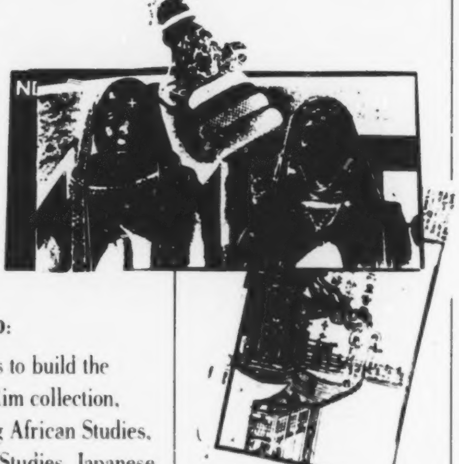
$75,000

Our collections currently support the work of 23,000 undergraduates, 6,000 graduate students, 1,600 faculty and researchers, and 12,500 staff members, in addition to individuals from across the state and nation.

NEEDED:

A musical score or set of audio compact discs

$50



NEEDED:

Materials to build the Pacific Rim collection, including African Studies, Chinese Studies, Japanese economics and Korean culture; plus a research collection on Indonesia, Singapore, Malaysia, the Philippines, Brunei and Sarawak

$250,000

The UI Libraries consists of the Main Library and 11 departmental libraries: Art, Business, Music, Math, Physics, Psychology, Engineering, Chemistry/Botany, Biology, Geology and the Hardin Library for Health Sciences.

85

The UI Libraries' special collections include manuscripts and the University archives, as well as collections in American literature, American social history, fine printing and historical travel.

With 100 gifts of $50 each, the Libraries can buy a computer workstation to allow greater access of materials in Chinese, Japanese and Korean.

NEEDED:

A single American hardcover book in the humanities or social sciences

$25

105

COLLECTIONS

NEEDED:
A specialized scientific reference work

$100

NEEDED:
Instructional cassettes and viewing equipment in the areas of basic engineering, computers, energy, fluids, mechanics and robotics

$60,000

> "*A comprehensive library is the foundation for original research in science and for all modern scientific developments and discoveries.*"

James A. Van Allen, Carver Professor of Physics and Emeritus Professor, University of Iowa Department of Physics and Astronomy

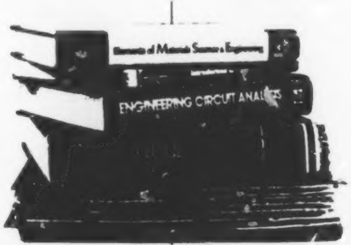
The sciences require up-to-the-minute collections and access to information for traditional areas like biology and chemistry as well as new programs such as the Laser Center and the Biomedical Engineering Center. The UI Libraries must also support the rapid growth of interdisciplinary fields. Comprehensive business information is essential to improve statewide economic development.

The University of Iowa Libraries is the 29th largest research library in the United States.

NEEDED:
One year's subscription to a scientific journal

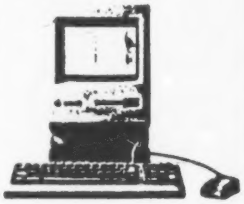
$300

Twenty gifts of $25 each will provide funds to purchase a scientific title in the health sciences area.



NEEDED:
One year's subscription to an important financial database

$2,000



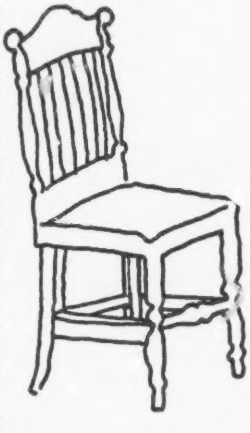
> "*In the area of modern microbiology, the rapid expansion of the number of journals and books has created problems for researchers. Some valuable information is difficult to obtain due to the massive costs of keeping up with subscriptions and new purchases. However, access to part of the information is not acceptable—we will simply be left behind.*"

Lacy Daniels, Associate Professor, University of Iowa Department of Microbiology

PEOPLE

"Most students feel that the library is a very important part of their education. Everyone uses it for research, and it's the best place on campus for group study. The library is a place where you feel as if you are really working toward something, amidst that mass of knowledge."

**Sara Ralston,
Congressperson,
UI Liberal Arts Student Association, and Chair, University Environment Committee, Collegiate Associations Council**



NEEDED:
A named endowed chair for the University Librarian

$1,000,000

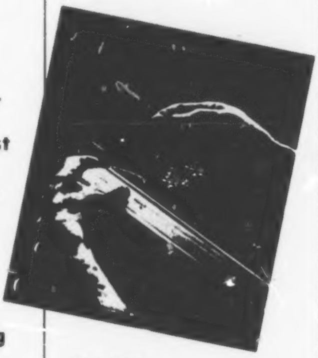
Edgar
Allan
Poe

The UI Libraries is Iowa's largest library.

NEEDED:
Specialized training course in new computerized format for one librarian

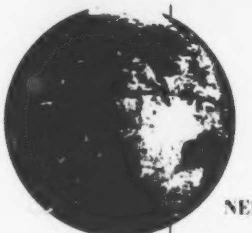
$500

All libraries exist to benefit the people who use them—but mere existence is not enough. Libraries need people to function and grow, to live. Like the rest of the campus, the UI Libraries is involved with education, training and the effort to attract diversity in its ranks. An endowed chair for the University Librarian would benefit the library system in a host of ways.



NEEDED:
An apprentice for a three-year conservation training program

$60,000



NEEDED:
Funding for a professional residency program to attract and encourage minority librarians at the UI Libraries

$400,500

**With 25 gifts of $45 each,
we will be able to publish an informational brochure about the UI Libraries system for students, faculty and visitors.**

PRESERVATION

The UI Libraries contains 3,000,000 volumes and subscribes to more than 12,000 periodicals.

If 100 people give $40 each, the UI Libraries will be able to add to its undergraduate collections.

Books are hardy by the standard of a single lifetime, but fragile in the long stretch of history. As much as one-third of the UI Libraries' collections are in danger of deteriorating beyond use in the next few decades.

NEEDED:

Supplies to preserve important manuscript collections

$1,000

> "*As one center of excellence strengthening another, the Men's Intercollegiate Athletic Department is proud to support the University Libraries. Our athletes are students first and, as such require a strong library to enrich their academic endeavors.*"

C. W. "Bump" Elliott, Director, UI Men's Intercollegiate Athletics

NEEDED:

Creation of a preservation department for the University Libraries

$1,400,000

In 1988, the UI Men's Athletics Program pledged $200,000 over the next three years in support of the UI Libraries—the first outright gift from athletics to the University's academic programs.

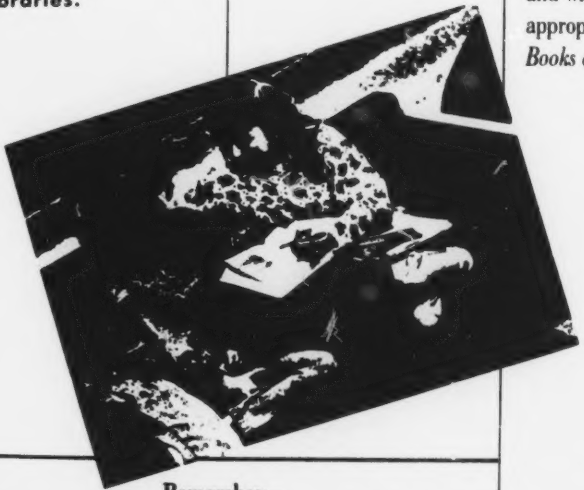
> "*Thomas Jefferson said, 'Were it left to me to decide whether we should have a government without newspapers, or newspapers without a government, I should not hesitate a moment to prefer the latter.' If we had to choose between a university and a great library, we should pick the library. Without a great library, the university will slowly lose its vitality and will wither.*"

Linda K. Kerber, May Brodbeck Professor in the Liberal Arts and University of Iowa Professor of History

FRIENDS

Friends of a library are really friends of the future. Your gift today, no matter what its size, will affect generations of questioning minds. And all gifts of $25 or more to the UI Libraries Development Fund will qualify you for membership in the Friends of the University of Iowa Libraries.

THE UNIVERSITY OF IOWA
LIBRARIES
NEWSLETTER
DIRECTIONS FOR THE UNIVERSITY LIBRARIES—A REPORT FROM THE UNIVERSITY LIBRARIAN
Books at Iowa



Members of the Friends receive *Books at Iowa*, a semiannual magazine devoted to scholarly articles describing books and manuscripts in the University Libraries, and the *Libraries Newsletter* published in September and January each year. All contributors are recognized in an honor roll appearing in *Books at Iowa* each spring.

Membership in the Friends is available at the following annual dues levels, and will be recognized appropriately in the *Books at Iowa* honor roll:

Lifetime Recognition Categories for Individuals and Organizations

University Librarians Club: $20,000 or more* (minimum annual gift of $2,000)

Benefactor: $10,000 - $19,999 (minimum annual gift of $1,500)

Patron: $5,000 - $9,999 (minimum annual gift of $1,000)

Annual Membership Categories

Membership for Individuals

Sponsor: $1,000 - $4,999

Fellow: $500 - $999

Sustaining: $100 - $499

Contributing: $50 - $99

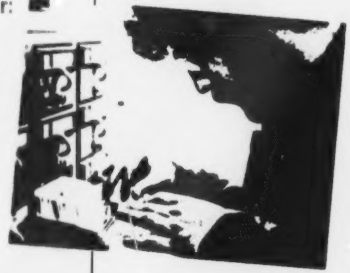
Friend: $25 - $49

Student: $10 - $24

Membership for Corporations and Other Organizations

Corporate Sponsor: $1,000 - $4,999

Corporate Fellow: $500 - $999



To make a contribution to the UI Libraries Development Fund, send your check, **payable to the UI Foundation**, to the address listed on the back. **Thank you.**

For information about the UI Foundation and private support for the Libraries, please turn the page.

*Contributors at this level are also eligible for recognition in The Presidents Club (see page 8).

Remember—
Membership at every level is very important to the University Libraries! Membership dues and other contributions are a great benefit in meeting the Libraries' needs!

HOW TO SUPPORT THE UI LIBRARIES

Most gifts to the Libraries through the UI Foundation, the University's preferred channel for private support, fall into these major categories:

Continuing Annual Membership

We encourage all contributors to renew their membership in the Friends of the UI Libraries each year by making a contribution to the UI Libraries Development Fund. Annual support at every level is greatly appreciated and is crucial to maintaining the quality of the Libraries. If you wish, the UI Foundation will send you a yearly giving reminder in whatever month you specify. (Information on Friends membership appears on page 7.)

Planned Gifts

Long-range estate and financial planning allows you to make a substantial contribution to the Libraries while benefitting your own financial programs. For a free copy of the Foundation's booklet, *Planned Giving: A Guide to Gifts and Bequests*, simply check the appropriate box on the enclosed contribution form.

Matching Gifts

Your employer may have a **matching gift program** that can multiply your support. In addition to the obvious benefits for the Libraries, matching gifts can qualify you for higher membership categories in the Friends organization as well as other honor clubs for contributors. Please see your personnel director for the necessary forms to send with your gift.

Additional Recognition for Contributors

Your contribution to the Libraries Development Fund may also qualify you for membership in honor clubs for University contributors such as the Old Gold Club, the Pentacrest Society and The Presidents Club. All contributors of $25 or more will be recognized in the UI Foundation's *Annual Report on Giving*. For more information, simply check the appropriate box on the enclosed contribution form.

To Send Your Gift

To contribute to the UI Libraries Development Fund, send your check, **payable to the UI Foundation**, with your completed contribution form to the address listed below. **Thank you.**

For More Information

If you would like more information about private support for the Libraries, Olga Sassine, director of University Libraries development at the UI Foundation, would be happy to work with you. You may contact her at the address or phone numbers listed below. Your inquiry will be treated confidentially.

THE UNIVERSITY OF IOWA LIBRARIES DEVELOPMENT FUND
The University of Iowa Foundation
Alumni Center
Iowa City, Iowa 52242-1707
(319) 335-3305 (800) 648-6973

Design Rose [illegible] Text [illegible] Production Connie S. [illegible]

UNIVERSITY OF MIAMI

CORNERSTONE

The Campaign for the College of Arts and Sciences and the Richter Library

91 111

Cover: Leonardo da Vinci created the Vitruvian man 500 years ago to illustrate the then-1,500-year-old architectural principles of Vitruvius. This drawing symbolizes--perhaps more than any other single drawing, text, object, or event--our emergence from the medieval world to the modern world. This revival and adaptation of classical order and design is echoed in the Cornerstone Campaign for the College of Arts and Sciences and the Richter Library. The campaign will breathe new life and vitality into the arts and sciences program and the library, two entities that are at the very heart of the University, forming the cornerstone of knowledge for students and faculty.

The University of Miami is a community of scholars, some young, some older, all seeking greater understanding. At the heart of the University community are the College of Arts and Sciences, where all of our undergraduates receive an essential part of their education, and the Otto G. Richter Library, where students grow in knowledge and where even the most erudite professor becomes a student again. Together, the College of Arts and Sciences and the Richter Library form the intellectual cornerstone around which much of our enterprise is built.

Edward T. Foote II
President, University of Miami

CORNERSTONE

**The Campaign for the College of Arts and Sciences
and the Richter Library**

Building a University

“On February 4, 1926, during appropriate ceremonies, University officials presided over the laying of the cornerstone of the first building. On October 15 of that year the first students registered. The University of Miami had begun.” With these words historian Charlton W. Tebeau charts the hopeful beginnings of the Merrick Building—and the University of Miami.

Just as a building begins with the laying of a single cornerstone around which the edifice is to be built, so a university typically begins with a library and a program in the arts and sciences. The University of Miami, like many other private research universities, began in exactly that way. The College of Arts and Sciences, first known as the School of Liberal Arts, was one of the University's two charter academic units. It shared a fledgling collection of 250 books with the School of Music, known originally as the Miami Conservatory. By 1929, Schools of Business Administration, Education, and Law had been added—as had several thousand new library volumes.

The Cornerstone of Knowledge

ALTHOUGH MORE THAN 60 YEARS HAVE PASSED AND EIGHT MORE SCHOOLS AND COLLEGES HAVE OPENED THEIR DOORS, THE COLLEGE OF ARTS AND SCIENCES REMAINS CENTRAL TO THE UNDERGRADUATE, GRADUATE, AND RESEARCH MISSIONS OF THE UNIVERSITY OF MIAMI. EVERY UNDERGRADUATE TAKES CRITICALLY IMPORTANT CORE COURSES IN THE COLLEGE, AND APPROXIMATELY HALF OF THE UNIVERSITY'S UNDERGRADUATES MAJOR IN DEPARTMENTS OF THE COLLEGE.

The College of Arts and Sciences is dedicated to providing the broad range of knowledge, intellectual skills, and values expected of an educated society. The faculty of the college is charged with preparing undergraduates to keep pace in an increasingly complex society. When students graduate from the University of Miami, they are expected to know how to think, solve problems, and express new ideas. They are also expected to possess an educated awareness of nature's complexity, of economic and cultural diversity, and of the moral and ethical choices and imperatives facing humankind in the coming century.

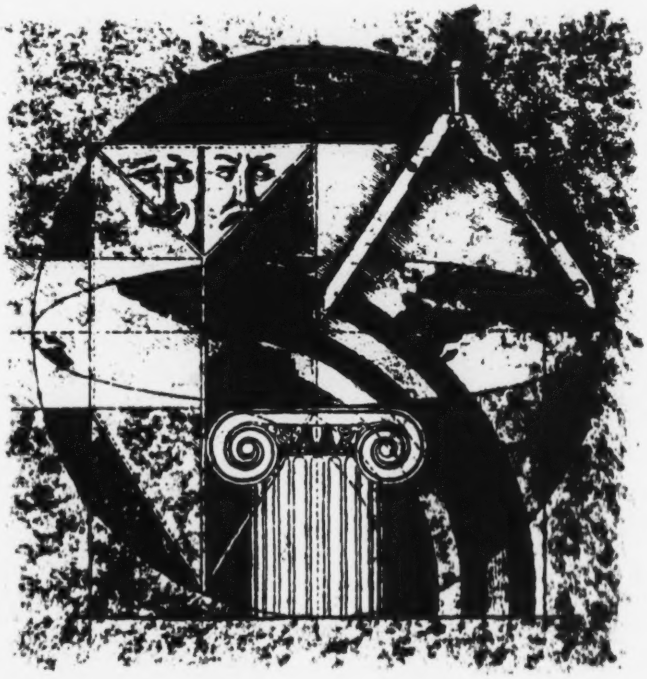
The work of the college faculty, however, extends beyond undergraduate teaching. The college grants more Ph.D.s than any other unit of the University, thanks to the dedicated efforts of professors whose research crosses the threshold of the unknown and promotes understanding of the human condition. Through a variety of interdisciplinary programs, faculty and students engage in dialogue and scholarly activity with every other college and school at the University. Programs range from ocean optics research with the Rosenstiel School of Marine and Atmospheric Science to biomedical

When students graduate from the University of Miami, they are expected to know how to think, solve problems, and express new ideas.

and behavioral studies with the School of Medicine and the College of Engineering. The College of Arts and Sciences is truly the point where all disciplines intersect.

Also central to the undergraduate, graduate, and research missions of the University is the Otto G. Richter Library. William Lyon Phelps, a former president of Yale University, proclaimed libraries to be the "laboratories of the humanities." Phelps' statement—made during the very decade during which the University of Miami was founded—turned out to be an understatement. Without libraries, universities could not function, and the Richter Library is the nucleus of the University of Miami library system.

The main purpose of the library is to acquire, store, and promulgate information in many forms. At a research university dedicated to quality undergraduate education, that means ordering the books, monographs, serials, microforms, recordings, and special materials used by faculty and graduate students for specific areas of inquiry. It also means obtaining and making available the more broadly used titles and materials that form the basis of undergraduate study and providing a computerized inter-library loan service that allows rapid access to books and journals not owned by the library.



The College of Arts and Sciences

Since 1926, when the cornerstone of the Merrick Building was laid, the College of Arts and Sciences has grown steadily. Three broad themes have emerged that together characterize the college and its diverse offerings: language, literature, and cultures; sciences, medicine, and the environment; and critical human issues. The college offers courses in 35 subject areas, ranging from physics to foreign languages, from geography to health sciences, from philosophy to psychology.

The educational experience offered by the college has improved immensely, along with the rest of the University, during the past decade. The faculty-to-student ratio has improved, classes are smaller, and entering students possess higher SAT scores and class rank. External funding for faculty research has more than tripled. Expanded honors offerings, a new "core" curriculum, improved support services in writing and math, and freshman seminars combine to make the undergraduate experience more intellectually stimulating and more relevant to the world in which we live.

Scholarly research covers a wide spectrum, and faculty members have been successful at attracting significant outside funding for research projects on subjects ranging from marine science to Alzheimer's disease to James Joyce.

The key to the long-term success of the college, however, continues to be endowment. A strong endowment will enable the college to improve teaching and learning and will ensure the further advancement of scholarship. Total endowment of the college now stands at only $6.6 million and produces income that provides only a tiny fraction of the $50 million annual cost of running the college.

The Otto G. Richter Library

Like the College of Arts and Sciences, the University of Miami's library system began in 1926. Mrs. William Jennings Bryan's modest donation of 250 books on government and history proved to be the beginning of an enormous—and enormously important—collection. Housed mainly in the Merrick Building from 1949 until 1960, when the then-new Otto G. Richter Library was partially opened, that collection has now grown to include 1.3 million volumes plus microforms and numerous other resources in the Richter Library and 1.9 million volumes in the entire library system.

While the University's growth during the past 65 years has been exponential—particularly during the past decade—the Otto G. Richter Library, now more than 30 years old and the core of the library system, has not experienced parallel growth. The Richter Library was built to serve a different University of Miami from the one that exists today.

The library is now facing two challenges that can be met in only one way—through major expansion.

The first challenge facing the library is physical in nature. The library is quickly running out of space, adding titles at a rate of

30,000 new volumes a year. Now at 95 percent of capacity, the need to store books is having the alarming effect of pushing students and researchers out. The library is brimming with information, but it is becoming increasingly more difficult to gain access to it.

The second challenge facing the library is technological in nature. Modern, state-of-the-art equipment can expand the ways in which the Richter Library may be used. Although the library recently instituted an automated checkout system and is constantly enhancing its databases, it must provide even greater accessibility to electronically distributed technical journals and monographs, videoimaging, computer software, and government data. Advanced technology will also connect the library to a service web in this region, increasing access to volumes kept in other libraries in South Florida, as well as linking the library to the proposed National Research and Education Network.

The Music Library, which is currently housed in a separate building on the Coral Gables campus, must be able to take full advantage of technology that ranges from rare 78 rpm phonograph recordings to compact discs and videotape, making them available for use by students and researchers.

The Richter Library is now facing two challenges—inadequate space and access to technology—that can be met only through major expansion.

The Cornerstone Campaign

The need to maintain and strengthen the University is ongoing. Two years ago, the University concluded an extraordinarily successful fund-raising campaign—The Campaign for the University of Miami. With commitments of $517.5 million, the campaign was a milestone in the evolution of the University, and its impact will be felt for many years to come. Through that campaign the University was fortunate to garner commitments for, among other things, $23 million in scholarships, $190 million in endowment, and 29 construction projects. More than 62 percent of the support generated by the campaign was directed specifically toward the School of Medicine.

As with any fund-raising campaign, however, there were some needs that were not fulfilled. There are some areas of the University that are still lacking in the resources they need to remain competitive and to thrive in an increasingly complex educational environment.

The Cornerstone Campaign for the College of Arts and Sciences and the Richter Library has been developed to help address two of the most important needs of the University, as identified by the president and the Board of Trustees. This campaign in no way reduces the importance of the other vital projects underway or anticipated at the University. It merely affirms the obvious—that a strong College of Arts and Sciences, especially one with interdisciplinary programs and activities, benefits the entire University community, and that no major University can grow and prosper without a world-class library.

The Cornerstone Campaign is designed to raise endowment and other funds for a wide variety of purposes within the College of Arts and Sciences. It will decrease dependence on tuition revenues, thereby freeing the college to take certain steps—some great, some small—that will advance its pursuit of excellence in both teaching and research.

The Cornerstone Campaign is expected to attract a number of distinguished new faculty and enable the college to compensate its faculty at a nationally competitive level; provide the means for the college to recruit and retain the brightest, most promising undergraduate and graduate students; and enable the college to acquire the physical resources that will allow programs and curricula to continually renew themselves intellectually.

For the Richter Library, the Cornerstone Campaign is designed to produce funds for a proposed 95,000-square-foot addition. The addition will provide attractive new space for general collections, the reference works, periodicals, microforms,

The Cornerstone Campaign has been developed to help address important needs of the College of Arts and Sciences and the Richter Library.

and—of course—students and faculty. It will include significant new quarters for special collections and archives and will provide a new home for the Music Library.

The new library will become the physical as well as the intellectual focus of the Coral Gables campus—a beacon for study and research. It will also be home to the most advanced information technology available. Microcomputers will be used to access electronically stored journals, periodicals, and monographs, and the latest audio and visual equipment will be an essential part of the new Music Library.

Through the support of all members of the University of Miami community, the Cornerstone Campaign will allow the University to preserve its high academic standards, maintain a strong and dynamic faculty, recruit and retain outstanding students, and enhance its physical facilities. The campaign represents a new phase in the growth and development of the University of Miami, the cornerstone on which will be laid the foundation for the 21st century.

From the President

DURING THE PAST DECADE, THE UNIVERSITY OF MIAMI HAS MADE GREAT STRIDES, BUT AS I HAVE OFTEN SAID, WE HAVE NO LUXURY TO PAUSE AND RELAX. THE WORK OF THE UNIVERSITY IS CONTINUOUS AND SOMETIMES ARDUOUS; THERE ARE OBLIGATIONS TO BE MET, EXPECTATIONS TO BE REALIZED, AND OPPORTUNITIES TO BE SEIZED.

The Cornerstone Campaign for the College of Arts and Sciences and the Richter Library has been developed to build support for two areas that form the heart and soul of our University. Through this campaign we hope to strengthen the very core of the University, thereby strengthening all of the colleges and schools.

The leadership of the campaign is in the able hands of Ambassador Charles E. Cobb, Jr., a trustee and dear friend of the University for many years, who is serving as campaign chairperson. Assisting him as honorary co-chairperson is Ron Fraser, coach of our men's baseball team and undisputable father of college baseball. Extraordinary leadership and insight are also brought to the campaign by Ross Murfin, newly appointed dean of the College of Arts and Sciences, and Frank Rodgers, director of libraries.

As we embark on this campaign, I am reminded of the dedication and generosity the South Florida community showed during the Campaign for the University of Miami, which concluded almost two years ago. That outpouring of support was heartening and truly magnificent.

Great universities are not built; they grow. The University of Miami, just 65 years old, is now reaching a new stage in its growth. I invite you to share our expectations and join us as we ascend to even higher plateaus of excellence.

Edward T. Foote II
President

Cornerstone Campaign Committee

Rick Barry

Robert A. Butterworth, Jr.

Charles E. Cobb, Jr.

John Russell Countryman

Alec Courtelis

Harm de Blij

Geraldine Dietz-Fox

Marjory Stoneman Douglas

David Douglas Duncan

Joseph A. Fernandez

Ronald G. Fraser

J. William Fulbright

Mrs. Jackie (Marilyn) Gleason

Bob Griese

Marshall S. Harris

Ted Hendricks

Jerry Herman

David Isaacs

Donald Justice

Joseph Kanter

Bernie Kosar, Jr.

Tommy Lasorda

Russell Maryland

Evelyn Mayerson

Mark Medoff

Hank Meyer

Lee Everett Monroe, Jr.

Helen Muir

Lenore C. Nesbitt

James E. Otto

Arva Moore Parks

Roderic Pettigrew

JoAnn Pflug

Albert "Flip" Rosen

Vincent J. Scully, Jr.

Henry King Stanford

Charlton Tebeau

John Warren Underwood

Steven J. Walsh

Willie Anthony Waters

Jeanne Wolf

As of October 7, 1991

ELECTRONIC INFORMATION INSTRUCTIONAL CENTER

Description:

The Electronic Information Instructional Center will be a facility in the Morgan Library of Colorado State University where library staff can provide hands-on instruction to classes and/or workshops in the use of electronic information resources, such as CARL, files stored on compact disk, and remote files searchable through telecommunication links.

Justification:

The number of data files, journal indexes, library catalogs, and other electronic information sources is soaring. Access pathways to these resources vary, as do search commands, search strategies, and downloading capabilities. Information professionals in the library need a facility to teach faculty, students, and staff how to access and use such complex and proliferating electronic files. In an information age, students must know how to find, assess, and use information in all formats for their academic, personal, professional, and life-long learning needs.

Hands-on instruction and practice are essential. Verbal descriptions with demonstrations do not provide an adequate learning experience. Space must be provided in Morgan Library because classes and workshops often require access to related or coordinated printed information sources as well as electronic information.

Undergraduate and graduate students in all colleges, faculty, and staff will be the primary beneficiaries of this facility, but the Libraries can also offer seminars or classes to Continuing Education students, businesses, or other agencies as a part of the University's land-grant mission.

Whenever the facility is not being used for instruction, it will be staffed for assisted access to electronic resources and will be open to all library users, all hours the library is open (105 hours per week).

Design:

The Electronic Information Instructional Center will be located in the East Wing, Lower Level of the Morgan Library. This is in the central service core of the building, is easy for visitors to locate, and is isolated from other seating areas so visitors, students, and faculty attending instructional sessions will not disturb library users. There is space for a raised instructor's platform, projection screen, and 30 individual workstations connected through a local area network. Each workstation will be a multipurpose workstation with access to compact disks, CARL, RLIN, and telecommunication pathways to external information sources such as Dialog, and library catalogs.

Cost:

One-time costs include:

Renovation (walls, ceilings, carpet, doors, ventilation, etc.)	$31,000
Workstations (30 multi-purpose microcomputers)	$75,000
Networking installation	$25,000
Shifting material to create space	$8,000
Workstation furniture	$10,000
Subtotal	$149,000

Continuing annual costs include:

CARL line charges (at $2,000/year/workstation)	$60,000
Staff for the center, 105 hours per week, using students with computing experience	$52,500
Librarian to administer the instructional programs	$35,000
Subtotal	$147,500

FRIENDS OF THE LIBRARY

BY-LAWS OF THE FRIENDS OF THE UCSD LIBRARY
A NONPROFIT EDUCATIONAL CORPORATION

ARTICLE I
NAME

The name of this Corporation shall be "FRIENDS OF THE UCSD LIBRARY", a nonprofit educational corporation.

ARTICLE II
PURPOSE

Section 2.01. The purposes for which this Corporation is formed are:

a. To provide for the advancement of learning, the advancement of the arts and sciences, and to promote the public welfare.

b. To acquire research materials in support of the University of California, San Diego's academic programs and to present them to the UCSD Library.

c. To provide funds for the purchase of books, manuscripts, letters, maps, and other kinds of research materials for the enrichment of the library resources of UCSD.

d. To provide for publication of research materials.

Section 2.02. This Corporation does not allow any pecuniary gain or profit to the members thereof. No part of the assets of this Corporation shall inure to the benefit of any member thereof. No part of the activities of this Corporation shall be devoted to carrying on propaganda or otherwise attempting to influence legislation. Funds or assets of this Corporation shall be used only for the purposes stated in this Article II.

ARTICLE III
BOARD OF DIRECTORS

Section 3.01. The controlling body of this organization shall be a Board of Directors (hereinafter called the Board) of not more than 30 members, including the officers. All Board members must be members of the Friends prior to election.

Section 3.02. The Board of Directors shall have the authority to transact the business of the organization.

Section 3.03. The Board shall be elected by the membership and shall meet at least twice a year.

Section 3.04. As nearly as practicable, one-third of the members of the Board shall be elected each year, for three-year terms. No Board member shall serve for more than two consecutive terms, except by unanimous consent of the Board. After rotating off for one year, a person shall again be eligible to serve the Board.

Section 3.05. In addition to the 30 elected Directors, the immediate past President of this Corporation, the Chancellor of UCSD, the University Librarian, the Chairperson of the UCSD Academic Senate Library Committee, and any other persons so designated by the Board of Directors shall be ex-officio members of the Board, without vote.

Section 3.06. Vacancies on the Board may be filled by a vote of the Board.

ARTICLE IV
OFFICERS

Section 4.01. There shall be six officers: President, First Vice-President, Second Vice-President, Secretary, Treasurer, and Immediate Past President. All officers, except the Immediate Past President, shall be elected by the Board for two-year terms, and they may be re-elected for only one succeeding term. Officer vacancies may be filled by vote of the Board.

Section 4.02. The President shall serve as chairperson of the Board of Directors, and the First Vice-President shall serve as vice-chairperson of the Board of Directors.

Section 4.03. The President shall preside at all meetings of the Corporation, the Board, and the Executive Committee. In the absence or incapacity of the President, the First Vice-President shall perform the President's duties. The President shall also execute all the duties normally attendant on that office in a non-profit organization.

Section 4.04. The Secretary shall keep or cause to be kept a book of minutes of all meetings of the Corporation, the Board, and the Executive Committee. The Secretary shall send notices of general and Board meetings, and of proposed slates prepared by the Nominating Committee for elections of the Board and officers.

Section 4.05. The Treasurer shall be the Corporation's chief financial officer. He/she shall keep adequate and correct accounts of the properties and business transactions of the Corporation, including accounts of its liabilities, receipts, and disbursements. The books of accounts shall at all times be open for inspection by any member of the Board. The Treasurer shall deposit all money and other valuables in the name and to the credit of the Corporation with such depositories as may be designated by the Board. The Treasurer shall disburse the funds of the Corporation, as authorized by the Executive Committee, under policies formulated by the Board.

ARTICLE V
EXECUTIVE COMMITTEE

Section 5.01. The Executive Committee shall consist of the officers of this Corporation, and three other members appointed by the President with the consent of the Board. The President and First Vice-President shall serve respectively as chairperson and vice-chairperson of the Executive Committee. The Executive Committee shall meet at the call of the President to execute the affairs of the Corporation in accordance with policies determined by the Board of Directors.

Section 5.02. The Executive Committee shall have such powers as may be as delegated to it from time to time by the Board of Directors, except the power to adopt, amend or repeal by-laws. The Executive Committee shall report at each meeting of the Board on all actions it has taken since the preceding Board meeting.

ARTICLE VI
STANDING COMMITTEES

Section 6.01. The President, with approval of the Board, shall appoint chairpersons of the following standing committees: Program, Acquisitions, Membership, Public Information, and Nominating, and of other committees as necessary. These chairpersons and committees are advisory to the Board. They shall select their own committee members in consultation with the President. The term of office for committee members is one year.

ARTICLE VII
MEMBERSHIP

Section 7.01. Membership in the Corporation shall be open to any applicant who supports the purposes of the Corporation, upon payment of such annual dues as may be fixed by the Board. All members shall have full voting rights in the election of the Board and in other matters presented to them by the Board for decision.

Section 7.02. Individuals who have made distinguished contributions to the purposes for the Corporation may be elected by the Board to honorary membership in the Corporation. Honorary members shall have voting privileges without paying dues, and shall receive all meeting notices and publications of the Corporation.

ARTICLE VIII
ELECTIONS

Section 8.01. Members of the Board shall be elected by the membership at an annual meeting prior to the end of the Friends' fiscal year, which shall be from 1 July to 30 June. The proposed slate of Directors shall to be sent to the membership by the Nominating Committee at least one week in advance of that meeting. Further nominations may be made from the floor.

Section 8.02. Officers and Board members shall take office at the beginning of the fiscal year.

ARTICLE IX
MEETINGS

Section 9.01. There shall be an annual meeting of the membership within 60 days prior to the start of the next fiscal year. The secretary shall send notices of such meetings to the membership at least one week prior to the meeting date.

Section 9.02. In conjunction with the annual meeting of the membership, or within a reasonable time after the annual meeting, the Board shall elect a slate of officers for the next fiscal year.

Section 9.03. Board meetings shall be held at least twice a year. Notices shall be sent at least one week prior to the meeting.

Section 9.04. Executive Committee meetings shall be held at the call of the President. All members of the Committee shall be notified sufficiently in advance.

ARTICLE X
QUORUM

Section 10.01. Thirty-five members shall constitute a quorum at annual meetings of the membership.

Section 10.02. A majority of the members of the Board then in office shall constitute a quorum for a Board meeting.

Section 10.03. A majority of the members of the Executive Committee shall constitute a quorum.

ARTICLE XI
AMENDMENTS

Section 11.01. Any amendment of these By-Laws affecting the name or purposes of the Corporation, the number of Directors, or the voting powers of the membership, shall be approved by the Board and ratified by the membership.

Section 11.02. Other amendments of these By-laws shall be approved by a majority vote of the Directors then in office.

Revised November 1973
Revised March 1976
Revised August 1977
Revised September 1988
Revised January 1990

FRIENDS OF BOBST LIBRARY

The Gift of Reading

Now you may [illegible] best wishes [illegible] The Gift of Reading [illegible] library will [illegible] choice [illegible] will place a bookplate [illegible] the donor's name and the name of the person being honored. A letter of acknowledgment will thank [illegible] family.

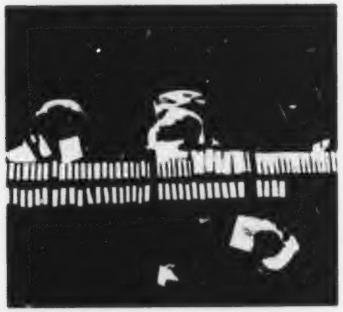
The Gift of Reading is appropriate for all occasions: memorial tributes, graduations, birthdays, retirements, get-well wishes and anniversaries. For more information please call 998-2452.

"For me, the partial payment that I have made on my debt to mankind by my gift to the library will live on long after the building crumbles, in the minds of those who will learn from the books it will contain and who will pass their learning on to future generations."

—Elmer Holmes Bobst

"In books lies ... the articulate audible voice of the Past ...."
—Thomas Carlyle,
1795-1881

The Elmer Holmes Bobst Library, symbolizing past and future, has grown steadily since its dedication in 1973. As one of this city's—and this country's—major research libraries, Bobst continues to build its collections and provide new opportunities for both the first-time user and the experienced scholar.



Named after its chief benefactor, this impressive red sandstone structure houses over two million books and periodicals, among them such distinguished collections as

- The Fales Library, specializing in English and American literature since 17[illegible];
- The Tamiment Institute Library and Robert F. Wagner Labor Archives, housing one of the finest collections of U.S. labor history and radicalism in the country;
- United Nations Documents, the largest collection of U.N. materials located outside of the U.N. itself.

The library's prodigious offerings reach beyond its richly diverse print collections. To complement its traditional role, Bobst has incorporated new information technologies to provide even more extensive services, including

- BobCat, the user-friendly computerized card catalog, which is accessible from off-campus locations via personal computer;
- The Avery Fisher Center for Music and Media, equipped with state-of-the-art listening and viewing stations, as well as an extensive video and audio library.

To help us in our ongoing efforts to enrich existing collections and explore new technologies, the library established the Friends of Bobst Library in 1983. Since then, thousands have supported the library through their membership. Thanks to the generosity of our Friends, Bobst Library has been able to maintain the level of excellence its patrons have come to expect while continuing to expand its collections and enhance its research environment.

You too can join the Friends of Bobst and become a part of the library's future!

Reader: For a donation of $125 ($75 for active NYU alumni donors and Community District 2 residents), you can enjoy reading privileges at Bobst for one year. As a Friend of Bobst, you will also receive a semi-annual newsletter informing you of library activities and inviting you to Friends literary readings.

Borrower: A donation of $500 will entitle you to all of the privileges of a reader plus borrowing privileges for one year.

Life Member: A donation of $5,000 or more grants lifetime reading privileges in addition to all of the benefits listed above.

To become a Friend of Bobst, just complete the attached form and return it with your tax-deductible contribution. Your membership card will be sent to you in the mail.

Yes! I want to join the Friends of Bobst Library. Enclosed is my tax-deductible contribution.

☐ **Renewal** ☐ **New Member**

☐ **Reader:** $125 ($75 for alumni donors and Community Board 2 residents) $______

☐ **Borrower:** $500 $______

☐ **Life Member:** $5,000 + $______

____
Your Name

____
No. Street Apt. No.

____
City State Zip

____
NYU school, degree, and year

____

Make a friend a Friend

Gift memberships to Bobst are available. Fill in the information requested below and we will enroll your friend in the Friends. (Please include your name and address above.)

____
Name of Recipient

____
No. Street Apt. No.

____
City State Zip

☐ Reader ☐ Borrower $______

Total Contribution $______

Please indicate method of payment
☐ Checks (payable to New York University)
☐ MasterCard ☐ Visa

Card #______________________ Exp. ________

____
Name on card Signature

Remember—please inquire whether your employer has a matching gifts program.

Friends of Bobst Library, New York University, 70 Washington Square South, New York, N.Y. 10012
Telephone: (212) 998-2452

University of Michigan

Friends of the University of Michigan Library
University Library Development Office
205 Harlan Hatcher Graduate Library
Ann Arbor, Michigan 48109-1205

☐

The University of Michigan, as an Equal Opportunity/Affirmative Action employer, complies with applicable federal and state laws prohibiting discrimination, including Title IX of the Education Amendments of 1972 and Section 504 of the Rehabilitation Act of 1973. It is the policy of the University of Michigan that no person, on the basis of race, sex, color, religion, national origin or ancestry, age, marital status, handicap, or Vietnam-era veteran status, shall be discriminated against in employment, educational programs and activities, or admissions. Inquiries or complaints may be addressed to the University's Director of Affirmative Action, Title IX and Section 504 Compliance, 2012 Fleming Administration Building, Ann Arbor, Michigan 48109-1340. (313) 763-3423 (TDD) 747-1388

The Regents of the University
Deane Baker, Ann Arbor; Paul W. Brown, Mackinac Island; Shirley M. McFee, Battle Creek; Neal D. Nielsen, Brighton; Philip H. Power, Ann Arbor; Veronica Latta Smith, Grosse Ile; Nellie M. Varner, Detroit; James L. Waters, Muskegon; James J. Duderstadt, ex officio

Donald E. Riggs
Dean, University Library

Richard D. Cramer
Board President
Friends of the Library

They all need a Friend.

(And so do we.)

"A friend may well be reckoned the masterpiece of nature."
Emerson, *Essays: First Series*

"Friends are born, not made."
Henry Adams, *The Education of Henry Adams*

Forsake not an old friend, for a new one does not compare with him."
Apocrypha, *Ecclesiasticus 9:10*

"Business, you know, may bring money. But friendship hardly ever does."
Jane Austen, *Emma*
(We hope in this case that Jane was wrong.)

"My best friend is the man who in wishing me well wishes it for my sake."
Aristotle, *Nichomachean Ethics*

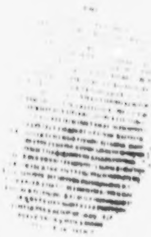
"Hold a true friend with both your hands."
Nigerian proverb

"We need new friends . . ."
Logan Pearsall Smith

"I keep my friends as misers do their treasure, because of all the things granted us by wisdom, none is greater or better than friendship."
Pietro Aretino

"Your friend is your needs answered."
Kahlil Gibran

The University of Michigan Library is renowned for its papyrus collection, which attracts classicists and biblical scholars from around the world. Pictured here is a fragment of the earliest known copy of the Epistles of Saint Paul, dating from approximately 200 A.D.



The first single book purchased for the University of Michigan Library was a full set of the original edition of Audubon's The Birds of America in the double elephant folio size. Originally costing $970, these volumes are now valued at approximately $6 million.

Mark Twain. William Shakespeare. Rabindranath Tagore. Jane Austen. Sophocles. Ralph Waldo Emerson. Nagib Mahfouz. Simone Weil. Chinua Achebe. Virginia Woolf. Jamaica Kincaid. Plato. Arthur Miller.

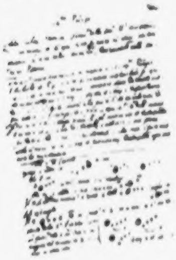
These are just a few of the hundreds of thousands of authors, famous and obscure, ancient and modern, whose words are represented in the University of Michigan Library collections.

These collections are among the finest anywhere — a repository of world cultures and a vast treasure for students, faculty, researchers, and, of course, all lovers of books.

Great treasures bring with them ongoing responsibilities and requirements, which is why we need Friends.

Won't you be a Friend?

In 1609 Galileo drafted a letter to the Doge of Venice recommending his newest creation, the telescope. On the bottom, the paper thrifty inventor jotted down his first sightings of the moons of Jupiter.



The Library's extensive Islamic collection — actually four separate collections — includes volumes on mathematics, law, astronomy, and many copies of the Koran dating from 800 A.D. to 1700 A.D.

If you love books, and value their role in helping us honor and understand our collective past, if you want to preserve diverse written records of world cultures, if you believe in the sharing of knowledge and the importance of maintaining and expanding the collections of one of the most prized academic library collections in the world, then please become a Friend of the University of Michigan Library.

The "Friends" is a group of people who, through their membership contributions, sponsor illuminating lectures, exhibits, and other special events for the Library. Their further efforts and contributions make it possible for the Library to develop and nurture the collections through selective acquisitions, to preserve precious and fragile documents, to provide leading edge technological access to library resources, and to continually enhance the Library as a vital education resource.

One of our treasures: a first edition copy of "Leaves of Grass" — the copy that Walt Whitman gave to Ralph Waldo Emerson.

PIERCE-ARROW

The Library's History of Transportation collection includes originals of the now famous Pierce-Arrow advertising posters as well as reports, maps, plans, photos and drawings relating to railroads, bridges, canals, ships, airplanes and highways.

As a "Friend," you'll have the satisfaction of being an active partner with one of the preeminent research libraries in this or any country. You'll also know that you are making a direct contribution to the work of faculty, students, and researchers, and to the enlightenment of scores of readers.

As a "Friend," you will be kept informed of Library issues and events through our newsletter, *Illuminator,* and you will be invited to special lectures, author receptions, exhibits, and other events.

Please send in your contribution today.

And on behalf of Mark, William, Ralph, Jane, Simone, and innumerable others —

Thanks for being a Friend!

Yes, I want to be a Friend!

Please accept my annual tax-deductible contribution in support of the University of Michigan Library.

$10.00	☐ Student Friend
$35.00	☐ UM faculty/Library staff
$50.00	☐ Friend
$100.00	☐ Patron
$250.00	☐ Contributor
$500.00	☐ Donor
$1,000.00	☐ Partner
$2,500.00	☐ Dean's Circle
$5,000.00	☐ Asa Gray Society*

*Asa Gray, the first University of Michigan professor, was sent to England in 1838 by the Regents to purchase books for the Library's original collection. His budget was $5,000.

Name ____________________

Address ____________________

Phone number ____________________

Please make my friend a "Friend!"

☐ I wish to make a contribution in the name of:

☐ Please contact my friend with membership information.

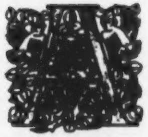
Name ____________________

Address ____________________

Phone number ____________________

Please mail to:

Friends of the University of Michigan Library • University Library Development Office
205 Harlan Hatcher Graduate Library • Ann Arbor, Michigan 48109-1205
(313) 936-3815

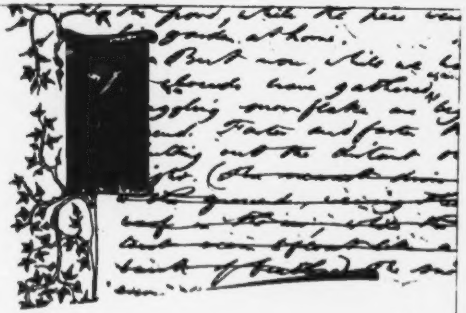


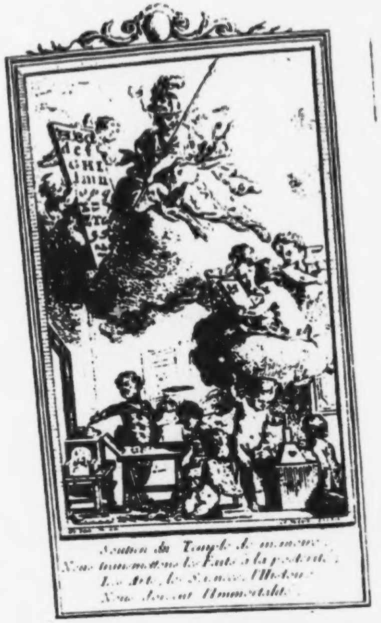
University of Delaware Library Associates

Collections

With the generous support of friends and alumni, the University of Delaware Library has built distinctive collections of nearly two million volumes in fields that complement the University's academic programs. Within Special Collections are over 100,000 books, more than one-half million manuscripts, historical maps, broadsides, posters, trade and seed catalogs. Book collections of national significance contain rare and important editions in the history of chemistry, engineering, and technology; American horticulture and landscape architecture; the applied and decorative arts; U.S. travel and exploration; and Delawareana. The rare book and manuscript holdings of writers important to the Irish literary revival and twentieth-century American literature constitute an area of outstanding strength and current growth. Djuna Barnes, Paul Bowles, Alice Dunbar-Nelson, Mark Harris, Ernest Hemingway, Donald Justice, Ishmael Reed, Gilbert Sorrentino, Louis Untermeyer, Tennessee Williams, and William Butler Yeats are among the authors represented by original manuscripts and correspondence.

All illustrations in this brochure were reproduced from originals in Special Collections, University of Delaware Library.





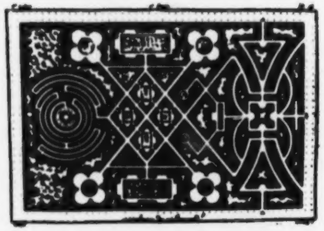
A group for friends of books, libraries, and learning at the University of Delaware

Founded in 1958, the University of Delaware Library Associates work to expand and enrich the research collections of the University of Delaware Library through gifts from individual members, funds raised by University of Delaware Library Associates programs, and donations of significant books. The University of Delaware Library Associates also sponsor publications and other activities that make the collections better known to the university and

national scholarly communities and to members of the general public. Private matching funds raised by the University of Delaware Library Associates contributed substantially to the expansion and renovation of the Hugh M. Morris Library, begun in 1983 as part of the University's 150th anniversary celebration and completed in 1986. Special Collections includes a separate gallery for public exhibitions which, together with related publications and programs, is contributing to a broader awareness of the University of Delaware Library's important scholarly resources.

Activities and Benefits

The University of Delaware Library Associates sponsor an annual dinner lecture, exhibition openings, a student book-collecting contest, and other book- or library-related events. Members receive the *Newsletter* of the University of Delaware Library Associates, published twice a year; *Collections*, an occasional journal based on research using the rare book, manuscript and other collections of the University of Delaware Library; exhibition publications and invitations.



University of Delaware Library Associates receive a 10 percent discount on University of Delaware Press books and are eligible to apply for membership in the Blue and Gold Club, 44 Kent Way, Newark, Delaware. All who share an interest in ensuring the continued growth of library collections at the University of Delaware are invited to join the University of Delaware Library Associates and participate in these activities and benefits.

University of Delaware Library Associates Membership Information

All gifts are tax deductible as allowed by law. A gift of books, securities or other material of equivalent value may be donated in lieu of the annual donation. Corporate members are welcome, and the University of Delaware Library Associates are eligible for corporate matching gifts. The categories of membership are as follows:

INDIVIDUAL

☐ $1000. Benefactor

☐ $500. Sustaining

☐ $100. Patron

☐ $ 50. Fellow

☐ $ 25. Friend

☐ $ 5. Student

☐ Check here for borrowing privileges ($50. minimum contribution).

All new members joining at the category of Fellow or above will receive a copy of the exhibition catalog, *Treasures of the University of Delaware Library*.

CORPORATE

☐ $500. or above Patron

☐ $100. - $500. Friend

INSTITUTIONAL

☐ $25. (receives *Newsletter* and *Collections*)

Name

Address

City

State Zip

Please make checks payable and return to

University of Delaware Library Associates
University of Delaware Library
Newark, DE 19717-5267

For more information:

The Friends of the USC Libraries
University of Southern California
Office of The University Librarian
Doheny Library, Room 100
Los Angeles, California 90089-0182

213-743-2543
FAX: 213-749-1221

THE FRIENDS OF THE USC LIBRARIES

In Support of a Library System for a University of Excellence

Benefit every student and scholar at the University of Southern California. Join the Friends of the USC Libraries today. Your membership contribution will support the USC Library System, the heart of learning and research at the University.

Membership Benefits

The Friends make a variety of exciting and unique benefits available to their members. Please see the chart for membership level information.

1 **Invitation to membership events.** All Friends members receive invitations to frequent events, including a quarterly series of Literary Luncheons and the annual Scriptor Award gala.

The Literary Luncheon Series. Once each quarter, the Friends host a luncheon featuring popular literary figures. Recent guests include Leo Buscaglia, Art Linkletter, Ray Bradbury, Gore Vidal and Kirk Douglas.

The Scriptor Award, presented at an annual black-tie gala, recognizes the best realization of a book as film.

2 **A subscription to *Literati*, the Friends' newsletter**, features an events calendar and special articles on library holdings and happenings.

3 **A membership broadsheet, bookmark and pin.** Specially designed for all our members, these unique items provide long-lasting enjoyment.

4 **A USC Library Card.**

5 **A subscription to *Coranto*, the Friends' annual journal.**

6 **Four personalized bookplates** placed in newly acquired books in the USC Libraries.

7 **Recognition as a University Partner**, enjoying periodic dialogue with the Office of the President on the academic and financial state of the University.

8 **A 10 percent discount** off all publications of the USC Fine Arts Press.

9 **Enrollment in the Endowed Collections Program** at USC, which includes benefits 10 and 11. A brochure further describing the program is available on request.

Membership Levels

MEMBERSHIP BENEFITS	1 EVENTS	2 NEWSLETTER	3 BROADSHEET BOOKMARK PIN	4 LIBRARY CARD	5 JOURNAL	6 BOOKPLATES	7 PARTNERSHIP	8 10% DISCOUNT	COLL
Supporting ($50 per year)	●	●	●						
Sustaining ($200 per year)*	●	●	●	●	●	●			
Partner ($1,000 per year)	●	●	●	●	●	●	●	●	
Patron ($10,000 gift payable over 3-5 years)	●	●	●	●	●	●	●	●	●
Life ($25,000 gift payable over 3-5 years)	●	●	●	●	●	●	●	●	●
Endowed ($50,000 gift payable over 3-5 years)	●	●	●	●	●	●	●	●	●
Presidential ($100,000 gift payable over 3-5 years)	●	●	●	●	●	●	●	●	●

*USC faculty and staff membership: $100 per year

10 **Custom-designed personal collection bookplates** bearing your name will be placed in newly acquired books in the USC Libraries. You will also receive a supply of your bookplates for your home library.

11 **Enrollment in USC's Personal Endowment Program (PEP).** Benefits include a PEP certificate and an annual report detailing your account's activity. You may continue to add to your account at any time.

12 **Membership in the USC Associates**, the University's academic support group. Benefits include an on-campus privilege card for complimentary parking and Faculty Center membership, VIP seating at USC sports events, and exclusive parking for football games.

13 **Two complimentary tickets to the Scriptor Award gala.**

14 **Other special benefits for Endowed and Presidential members.** Please inquire.

	10 PERSONAL BOOKPLATES	11 PEP BENEFITS	12 USC ASSOCIATES	13 SCRIPTOR AWARD TICKETS	14 SPECIAL BENEFITS
■	■	■			
■	■	■	■	■	
■	■	■	■	■	■
■	■	■	■	■	■

The USC Library System

During the past half century, the University of Southern California has emerged as a teaching and research university of first eminence. The USC Library System, developing in tandem with the University and serving as its single most important instrument of learning and research, plays a vital role in achieving USC's leading status among the world's institutions of higher learning.

As part of the largest private university in California, the USC Library System is a leader in the design and development of the library of the future, called the Teaching Library. This new kind of library, to be the cornerstone of USC's Library System, will provide students with a state-of-the-art learning environment. While remaining true to traditional library roles, the new library will encourage the use of personal computer workstations and provide users with the capacity to link and cross-reference knowledge stored in various media. It will also provide students and faculty with access to an extensive worldwide database network.

Through the Teaching Library, students can surround themselves with information, becoming instantly aware of the full body of knowledge on any topic in all fields.

Ask about our Commemorative Gifts Program

Commemorate a loved one through a gift to USC in memory or celebration. In recognition of each gift, bookplates bearing the name of the donor and the person in whose honor the gift is made are placed in books in the USC Libraries. The proceeds from the Commemorative Gifts Program support endowment at the USC Libraries, the heart of learning and research at USC.

THE
FRIENDS
OF THE
USC
LIBRARIES

Make check payable and send to
University of Southern California

The Friends of the USC Libraries
Office of the University Librarian
Doheny Library, Room 100
Los Angeles, California 90089-0182

Yes, I want to support a Library System for a University of Excellence. Please begin my membership in the Friends of the USC Libraries at the level indicated below.

NAME ______________________ ( ) ______ HOME TELEPHONE

ADDRESS ______________________ ( ) ______ BUSINESS TELEPHONE

I wish to join as a

☐ **Supporting Member** (*$50 per year*)
☐ **Sustaining Member** (*$200 per year*)
☐ **Partner Member** (*$1,000 per year*)

You will receive an annual membership renewal reminder.

Your gift may be deductible for income tax purposes.

Endowment Levels

☐ **Patron Member** (*$10,000 gift payable over 3-5 years*)
☐ **Life Member** (*$25,000 gift payable over 3-5 years*)
☐ **Endowed Member** (*$50,000 gift payable over 3-5 years*)
☐ **Presidential Member** (*$100,000 gift payable over 3-5 years*)

Enclosed is my gift of $ ______

______ SIGNATURE ______ DATE

☐ Please send me information on the Commemorative Gifts Program at USC

THE FRIENDS OF THE USC LIBRARIES

The Friends of the USC Libraries encourage and organize support for the USC Library System and, as a related mission, enrich the intellectual and cultural climate of the Southern California community and the nation as a whole.

Support from the Friends assists the Library System in building its collection of books and other materials, in securing access to the collections of peer institutions, and in keeping it at the cutting edge of the electronic revolution in the acquisition and use of scholarly information.

Because support from the Friends furthers the development of the Library System, a central University priority, the Friends hold a prominent position in the University community. Through their numerous membership activities and communications, the Friends also provide a rich array of benefits for their members.

JOIN NOW!

Photo by Anne Day

Become a Friend of The New York Public Library

The New York Public Library

A cultural treasure in the heart of New York City!

It is a living library . . . an archive of civilization . . . a vast museum . . . a place to explore over fifty centuries of human thought and experience in over 3,000 languages and dialects!

Of the world's five great research libraries, it is the only one that is accessible to any adult who wants to use it. And, it is the only one of these major centers of learning that relies almost exclusively on the generosity of private citizens, corporations and foundation benefactors for its operating support. No other major research library in the world is as accessible to the public, or as dependent on private dollars, as The New York Public Library.

You are invited to help support The New York Public Library by joining the Friends of the Library today.

You will receive all the privileges detailed on the next page AND your gift will help the Library:

- **Acquire new and important works** for its collections. To keep pace with the twentieth century's information explosion, the Library must acquire more than one million items every year!
- **Preserve its priceless collections**—books, maps, films, and all kinds of other material.

Right now, millions of books are in danger of disintegrating due to age and deterioration of the acidic paper they were printed on. The Library is working feverishly to save and restore these important works, but it is a race against time . . . and time is running out!

- **Remain accessible** for everyone who wants to use it—today and in the future.

BECOME A FRIEND AND HELP SUPPORT THE LIBRARY...

Photo by Anne Day

JOIN TODAY!

THE FRIENDS PROGRAM

Friend $35
$30 tax-deductible

- Invitations to Friends previews, lectures and seminars.
- A subscription to **New York Public Library News.**
- Opportunities to participate in Library-sponsored trips.
- Discounts at the Library shops.
- A personalized membership card.
- An invitation to the gala Holiday Open House in December.

Participating Friend $50
$45 tax-deductible

All the above, plus:

- An invitation to the President's Annual Report on the State of the Library.

Supporting Friend $100
$85 tax-deductible

All the above, plus:

- Invitations to special VIP exhibition openings.
- Invitational tours with curators of the Library's collections.
- Invitations to the special Lecture-Luncheon series at a nominal fee.
- 12 bookplates for your own library.

Patron $250
$225 tax-deductible

All the above, plus:

- A special Library publication.
- Annual Reports of the Library.

Sustainer $500
$450 tax-deductible

All the above, plus:

- A major exhibition catalogue.

THE CONSERVATORS PROGRAM

Conservator $1,250
$1,200 tax-deductible

- Invitations to Conservator Mondays.
- Invitation to annual Conservators Dinner.
- Invitations to all Friends Program events.
- Invitations to special VIP exhibition previews and receptions.
- An invitation to the gala Holiday Open House in December.
- An invitation to the President's Annual Report on the State of the Library.
- Semi-annual advance mailings of Public Education Program brochures.
- A subscription to **New York Public Library News.**
- Listing in the Annual Report.
- Discounts at the Library shops.

Tilden Conservator $2,500
$2,415 tax-deductible

All the above, plus:

- A Library publication with a personalized bookplate.

Lenox Conservator $5,000
$4,855 tax-deductible

All the above, plus:

- Invitations to participate in Reading Groups led by noted authors.

Astor Conservator $10,000
$9,730 tax-deductible

All the above, plus:

- Invitation to the annual President's Dinner.

Photo by: Sylvia Plachy

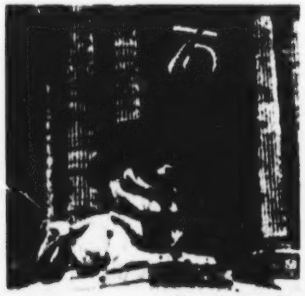


Photo by: Anne Day

Photo by: Julie Maris/Semel

Photo by: Anne Day

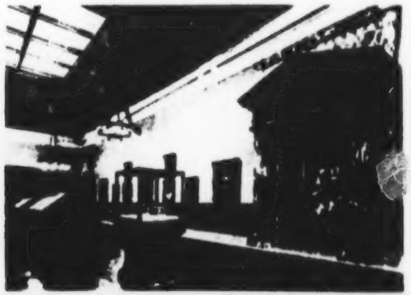


Photo by: Peter Aaron/ESTO

To mail, detach and moisten here

Friends Application

☑ YES, **I want to help support The New York Public Library!**

Enclosed is my contribution to become a Friend.

- ☐ **$35—Friend**
- ☐ **$50—Participating Friend**
- ☐ **$100—Supporting Friend**
- ☐ **$250—Patron**
- ☐ **$500—Sustainer**
- ☐ **$1,250—Conservator**
- ☐ **$2,500—Tilden Conservator**
- ☐ **$5,000—Lenox Conservator**
- ☐ **$10,000—Astor Conservator**

Your Name

Address

City State Zip Code

Day (   ) Eve (   )
Telephone Number

Please make checks payable to: The New York Public Library.

Use my gift for: ☐ The Research Libraries
☐ The Branch Libraries

THANK YOU!

A Gift of Friendship

Honor a special person by giving a gift of membership in the Friends of the Library.

This tribute will be greatly appreciated by the recipient and will help support one of New York's unique cultural treasures.

Name of person to be honored:

Send gift announcement to:

Name

Address

City State Zip Code

Day (   ) Eve (   )
Telephone

Please check amount of contribution:

- ☐ **$35**
- ☐ **$50**
- ☐ **$100**
- ☐ **$250**
- ☐ **$500**
- ☐ **$1,250**
- ☐ **$2,500**
- ☐ **$5,000**
- ☐ **$10,000**

Be sure to fill in all information below:

Your Name

Address

City State Zip Code

Day (   ) Eve (   )
Telephone

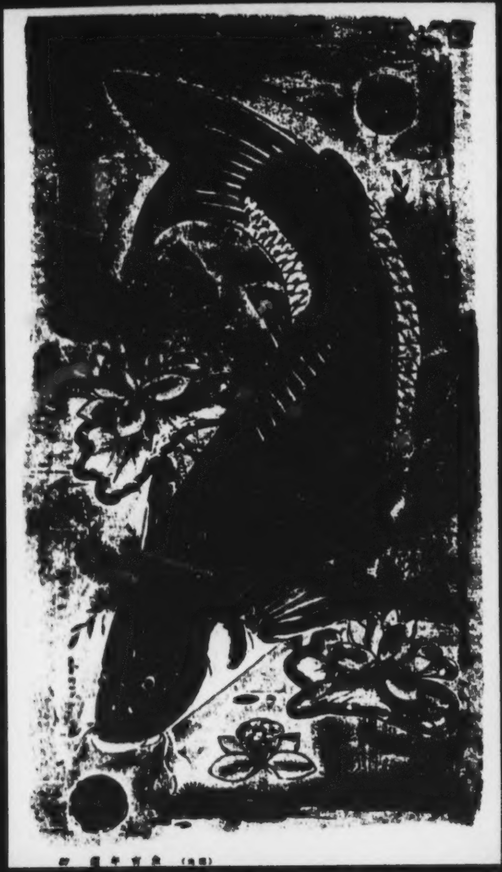
If you have additional people you wish to honor, please include all information on a separate sheet of paper.

MARKETING

UC Berkeley
The Library Development Office
Room 245 Main Library
Berkeley, CA 94720

Limited Edition

Art Cards



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UC Berkeley Library
1991

Non-Profit Org.
U.S. Postage
PAID
Berkeley, California
Permit No. 45

Art Cards

[illegible]

We are pleased to announce this exclusive line of holiday and note cards featuring distinctive images from UC Berkeley's outstanding library collections. This is the inaugural publication of what promises to be a delightful tradition.

The Library at the University of California at Berkeley is one of the world's premier libraries. Acquired through purchase and gift since 1869, Berkeley's collection of books, manuscripts, photographs, maps and other rare books and archival treasures is distinguished by extraordinary breadth, depth, and richness.

Our 1991 portfolio presents quality productions of images from the Library's diverse and spectacular collections. Order from among eight sets of cards, featuring Audubon's *Birds of America* and North American mammals, 19th century plates of machinery and inventions, children's classics, treasures from East Asia, international costumes, and much more!

Each set includes eight cards and envelopes printed on art stock. The inside of the card is blank for your own personal greetings and messages, so the cards are useful during the holidays or throughout the year as birthday cards, get well cards, or on any occasion you wish to send colorful personal greetings!

Proceeds from the sale of these limited-edition cards benefit the Library at the University of California at Berkeley.

We are pleased to make these cards available at a special discount to Library Associates.

For more information about joining the Library Associates, please write or call the UC Berkeley Library Development Office (510/642-9377).

◆ North American Mammals

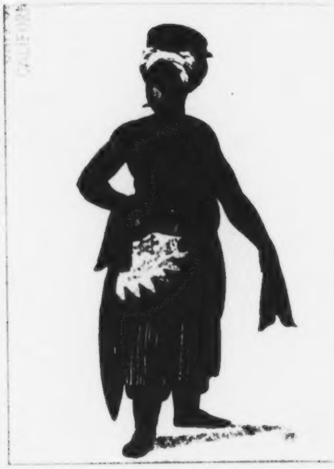
FROM JOHN JAMES AUDUBON'S *THE VIVIPAROUS QUADRUPEDS OF NORTH AMERICA*, THESE WINSOME REPRODUCTIONS INCLUDE A POLAR BEAR, ELK, HARES, AND A FOX. FULL COLOR ON WHITE FOLDER.

NORTH AMERICAN MAMMALS (8 CARDS)
100. $12.00*

◆ Native American Portraits

HANDSOME PORTRAITS OF NATIVE AMERICANS FEATURE MEMBERS OF THE CHIPPEWA, SENECA, OSAGE, AND SIOUX TRIBES. THESE FAMOUS IMAGES ARE TAKEN FROM THE CLASSIC *HISTORY OF THE INDIAN TRIBES OF NORTH AMERICA* BY THOMAS MCKENNEY. FULL COLOR ON CREAM FOLDER.

NATIVE AMERICAN PORTRAITS (8 CARDS)
200. $12.00*



◆ Costumes and Fashion

Traditional 19th century costumes and dress of Turkey, Holland, and Switzerland are featured in this set. These images include a German Fribourg husband and a domestic of the Grand Visier. Full color on white folder.

Costumes and Fashion (8 cards)
300. $12.00*

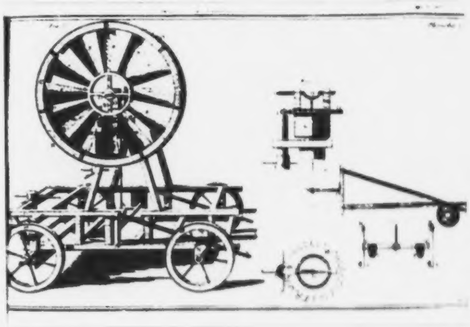
◆ Childhood Favorites

These delightful cards feature nursery rhymes and characters from beloved childhood classics. Reacquaint yourself and your children with Beatrix Potter's "Hunca Munca", "Raggedy Ann", "Peter, Peter, Pumpkin-Eater", and "Blow, Mill, Blow." Full color on white folder.

Childhood Favorites (8 cards)
500. $12.00*

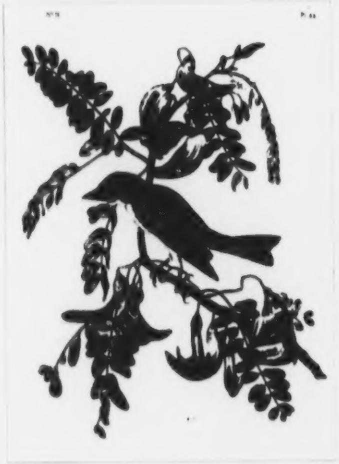
◆ Inventions and Creations

Fascinating plates of selected inventions include a non-tipping carriage, a sail wagon, a mechanism to lower a wagon down a mountain, and a machine for raising water with fire. From *Machines et Inventions Approuvees par L'Academie Royale des Sciences* by Gallon. Black ink on cream folder.



Inventions and Creations (8 cards)
400. $12.00*

◆ Audubon's Birds



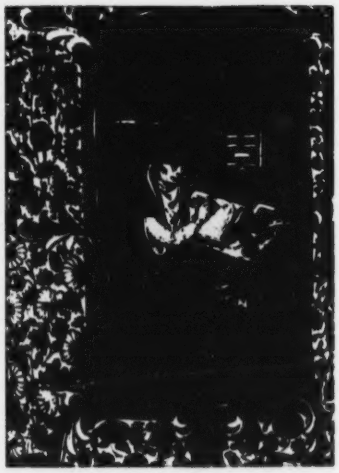
Four delicate reproductions from Audubon's *The Birds of America* are showcased in this colorful selection. Handcolored lithographs showing specimens from the flycatcher, wren, and warbler families in their beautiful habitats have been selected. Full color on white folder.

Audubon's Birds (8 cards)
600. $12.00*

[redacted]

◆ Book of Hours

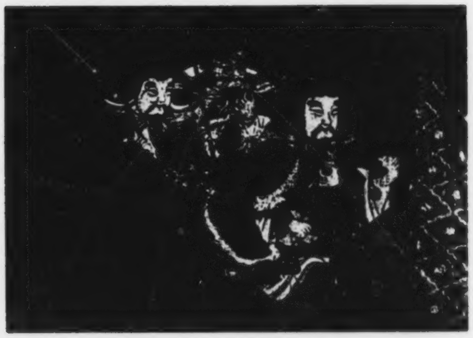
These reproductions were selected from a 15th century illuminated manuscript. "The Heller Hours" is the finest Book of Hours in the Library. Taken from this devotional book are images of St. Thomas a Becket, St. Catherine, St. Jerome and St. Barbara. Appropriate for use as Christmas cards. Full color on white folder.



Book of Hours
(8 cards)
700. $12.00*

◆ East Asian Treasures

These exquisite reproductions taken from the collections of the East Asian Library represent the historically rich and diverse cultures of China and Japan. Rare images include a 12th century painting on silk, Rikka-style ikebana, and the oldest printed document in Japan. Full color on white folder.



East Asian Treasures
(8 cards)
800. $12.00*

Order Form

- All cards are 4 1/2" x 6 1/4"
- Envelopes are included
- Each set of 8 cards and envelopes is $12

* Library Associates pay just $10 per set.

Card sets shipped in plastic sleeves unless gift boxes requested. Gift boxes available for additional $1/set.

Set No.	Description	No. of Sets
100	North American Mammals	
200	Native American Portraits	
300	Costumes and Fashion	
400	Inventions and Creations	
500	Childhood Favorites	
600	Audubon's Birds	
700	Book of Hours	
800	East Asian Treasures	

Total No. of Sets
Library Associates – $10/Set $
Non-Library Associates – $12/Set $
Gift Boxes – Add $1 Per Set $
Grand Total $

Name
Address
City
State Zip
Daytime phone ( )

Please mail to:

The Library Development Office
Room 245 Main Library
UC Berkeley
Berkeley, CA 94720

Please make your check payable to The Library Fund

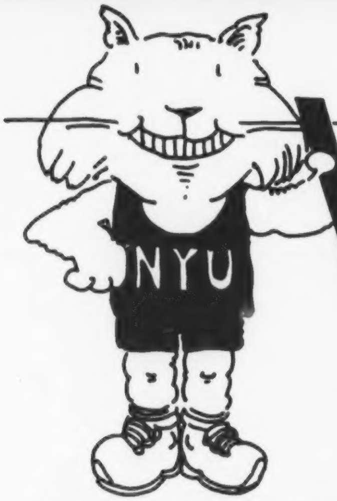
Price includes tax and shipping
Orders normally mailed within one week

Have questions? Call (510) 642-9377
6am to 5pm PST Monday–Friday

Bobcat. The only way it can get better is to get bigger.

Get behind bobcat!

New York University



Virtually everyone has now met Bobcat—New York University Libraries' new computerized catalog. As a library patron, you've discovered how easy Bobcat is to use; how much it can accomplish at the touch of a few buttons. Bobcat

- Finds books by author, title, or subject
- Lists other books by the same author
- Lists other books with similar titles

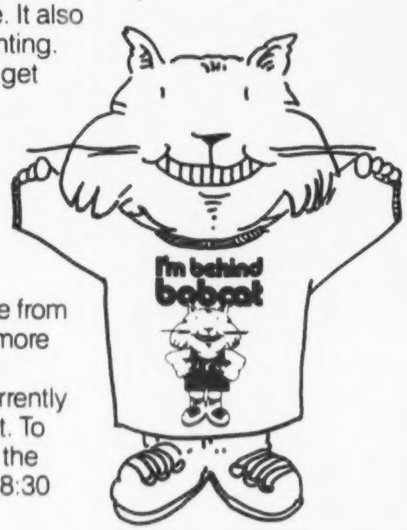
And now that Bobcat is on several floors of Bobst, you no longer have to go all the way to the atrium when you need additional materials in the course of your research.

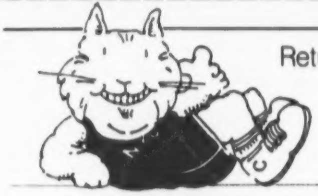
In time, as work continues on the system, Bobcat will be able to tell you whether the book you want is on the shelves, out on loan, or on reserve. It also will be capable of Boolean searching and high-speed printing.

Just about the only way Bobcat can get any better is to get bigger. Right now, approximately one-third of the library's 2,000,000 holdings have been entered in Bobcat—that includes everything acquired or processed since 1973. But to make Bobcat work its very hardest for you, our goal is to put *every* title in the library into the system.

You can show your support for this effort by buying an "I'm behind Bobcat" T-shirt. The money earned from the sale of each shirt goes directly toward converting a title from the old catalog to Bobcat. The more money we raise, the more books you'll have at your fingertips.

The 100 percent cotton T-shirts picturing Bobcat are currently on display near the information desk in the atrium of Bobst. To order your Bobcat T-shirt, return the coupon below or visit the library administration office, 11th floor, Bobst Library, from 8:30 a.m. to 6 p.m., Monday through Friday.





Return coupon to Library Administration Office, Elmer Holmes Bobst Library, 11th floor.

☐ Yes, I'm behind Bobcat. Please reserve ____ T-shirts for me in these sizes: ____ small ____ medium ____ large ____ extra large at $10 each.

☐ Yes, I'm behind Bobcat. I will make a tax-deductible donation to be used to convert more titles to Bobcat. Enclosed is ____ $10 ____ $20 ____ $30 ____ other.

☐ I would be interested in ordering Bobcat T-shirts in children's sizes.

I understand my Bobcat T-shirt(s) will be held for me for one week in the library administration office, 11th floor, Bobst Library. I will pick them up and pay in person with check or cash. Checks should be made payable to New York University (for Bobcat).

Name ____________________

Campus or Home Address ____________________

____

Extension or Home Telephone ____________________

New York University is an affirmative action/equal opportunity institution.

SYSTEMS AND PROCEDURES EXCHANGE CENTER

POSITION DESCRIPTIONS

ASSOCIATION OF RESEARCH LIBRARIES OFFICE OF MANAGEMENT SERVICES

University of British Columbia Library

Proposed Position: Library Community Affairs and Development Coordinator

Classification:

Terms of Appointment: Half time to December 31, 1990

Reports to: University Librarian or designate
Liaison with UBC Development Office

Job Summary:

This position provides staff support to the University Librarian or designate in the areas of fund raising and community support for the Library and in the activities of the Library Advisory Council and the Friends of the Library. The incumbent will also work with the Library's Information and Orientation Office to coordinate liaison with the Development Office, the Alumni Association and the University Community Relations Office and facilitate special events involving the Library. The Library Community Affairs and Development Coordinator has primary responsibility for production of brochures, newsletters, press releases and other material required to support the development program.

Duties:

1. Assists with Library plans for the University Campaign and other fund raising/cultivation activities. Ensures that the Library is included in general fund raising events and strategies undertaken by the UBC Campaign and the Alumni Association.

2. In addition to the general duties described above, this position would have specific responsibilities including:

   - maintain flow of information to and from the Development Office regarding UBC Campaign items, including the Library building, equipment and collections.

   - coordinate and facilitate Campaign donations to the Library, including cultivation and donor recognition.

   - provide liaison to members of the Campaign staff in the Development Office.

3. Works closely with library staff to collect information regarding possible gift opportunities for such groups as Friends of the Library; drafts brochures, articles and newsletters in cooperation with the Library's Information and Orientation division.

4. Develops and manages the Friends of the Library program and other cultivation programs undertaken by the Library. Sets up and maintains donor information files including addresses, history of contacts, donor interests and other information germane to a cultivation program.

5. Develops procedures to ensure ongoing communication with donors and other library friends. Maintains and coordinates contacts with the University Community Relations Office, the University Development Office, the Alumni Association and others in the community who are interested in the Library.

6. Participates in the planning and organization of Library activities in the 1990 UBC Anniversary and other related special events.

Qualifications:

1. Demonstrated ability to plan, organize and implement programs.

2. The ability to work effectively with donors, library staff, and university officials.

3. The ability to write clear, effective prose. Strong analytical skills and an aptitude for data collection are desirable. Knowledge of Data Base 3 is desirable.

4. Interest in and aptitude for administration and development work.

5. Experience in fund raising or public relations is preferred.

6. Knowledge of library organization and functions is desirable.

DUKE UNIVERSITY LIBRARIES
POSITION DESCRIPTION

Position: Special Projects Librarian
Department / Library: Administration/Perkins Library

Position Summary:

Under the general direction of the University Librarian and the Director of Library Development, the Special Projects Librarian participates in the overall development effort of the library. S/he is responsible for the identification of external funding sources, the identification and development of fundable projects, and the writing of grant proposals; for the editing and production of the library's publications; for liaison with and programming for the Friends of the Library; for the Library's annual fund campaign; and for public relations for the library.

Duties:

1. Identifies and researches federal and private funding sources, placing particular emphasis upon foundations with library interests.

2. Facilitates the generation of grant ideas, collaborating with library administration and staff to identify and develop fundable projects.

3. Writes grant proposals and submits them to appropriate funding agencies.

4. Administers the Duke Library Annual Fund, sending solicitations, calling donors, and handling receipts.

5. Acts as library liaison with the Friends of the Library: programs activities, directs fundraising efforts, and corresponds with members of the Friends.

6. Edits and oversees production of the library's publications; assists and advises other members of the staff with publication projects, such as brochures, bibliographies, and flyers.

7. Chairs the Publications Committee.

8. Assembles and analyzes data for the preparation and completion of library administrative studies and reports, as assigned.

9. Publicizes the library, its collections, and its activities through local and national news media.

10. Oversees the prompt acknowledgement of all gifts to the library.

11. Carries out other special projects as assigned.

Qualifications:

A graduate degree in library science is required, as is the ability to write clear and grammatically correct English. Also necessary is the ability to express oneself verbally both clearly and tactfully and to interact effectively with a wide variety of individuals both within and outside of the university. Ability to work gracefully and efficiently under pressure.

POSITION DESCRIPTION: Development Project Specialist

DEPARTMENT/LIBRARY: Office of Development, Perkins Library

GENERAL DESCRIPTION:

The Development Project Specialist, under the general supervision of the Director of Development, University Libraries, coordinates efforts to maximize private sector donations for major Library program priorities through prospect research and proposal writing. S/he is responsible as well for increasing gifts of the Library's broad-based donor constituency through personalized approaches.

DUTIES:

1. Identifies corporate and foundation prospects for major library priorities through research of available sources.
2. Develops strategies for applying stated corporate and foundation guidelines to Library needs.
3. Targets individual prospects among Library donors to plan strategies for increasing gift levels.
4. Writes proposals for submission to private sector funding sources.
5. Represents Library and University in face-to-face solicitation of selected individuals.
6. Selects and prepares materials for increasing the frequency of contacts with Library Advisory Board and other individual donor groups.

QUALIFICATIONS: An undergraduate degree is required as is previous experience in academic or corporate administration. Also mandatory are strong skills in writing, oral communication, and research. Effective interpersonal skills are likewise essential. Knowledge of a standard wordprocessing program such as Microsoft Word or Word Perfect is necessary, as well as a familiarity with standard office procedures and methods. A basic knowledge of expository writing with emphasis on proposal writing is preferred. Applicant must be willing to travel on an occasional basis.

October 22, 1991

Secretary

General Description:

Under the general direction of the Special Projects Librarian, but with latitude for exercising judgment and discretion, performs varied secretarial duties of a complex and technical nature in support of general and special office activities to relieve supervisor of clerical and routine administrative responsibilities.

Work performed:

1. Types correspondence, reports, grant proposals, articles for publication, gift acknowledgements, and responses to questionnaires in support of library administrators. Prepares letters, part or all of which may be composed by the administrative secretary, based on personal knowledge of the subject matter and in accordance with established office procedures.

2. Schedules appointments, arranges meetings, and makes hotel, transportation, and meal reservations. Prepares and/or provides necessary documents and reports for supervisor's use in meetings; assembles and sends materials between meetings.

3. Studies weekly and monthly reports received for supervisor, checks and compares with previous reports and/or other lists and brings to the attention of the supervisor significant items, changes, or errors. Maintains up-to-date database of donors to the library.

4. Answers telephone, interviews callers and makes proper referrals to other individuals on the library staff, and replies to questions in accordance with general instructions and office procedures and policies. Transmits information to and from staff members.

5. Sets up and maintains varied office files of records, reports, and correspondence required for reference and effective operation of the office.

6. Assists with regular and special mass mailings.

7. Types and compiles news items for a biweekly internal newsletter. Writes short articles for a thrice-yearly magazine. Assists in editing others' articles for the magazine.

8. Recommends new and changed office procedures.

9. Performs other related duties as assigned.

May 7, 1991